



2008/09 Budget Packs Directorate documents

City Development

Children's Services (Including Education)

Environment and Neighbourhoods

Adult Social Services

Central and Corporate Functions

Central Accounts

The documents for each directorate consist of

The budget report

The Annual Financial Plan summary of services and budget highlights

The management budget for the directorate

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City Development

LEEDS CITY COUNCIL

2008/09 BUDGET REPORT

Directorate: City Development

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the directorate's budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in the following table. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Service Context

- 2.1 The City Development Directorate incorporates a wide range of services including the provision of recreational, cultural, asset management architectural, economic, planning and highway services. In the 2008/09 budget a number of major pressures have been addressed, most notably within the Parks and Countryside Service which has experienced significant budget pressures over recent years. £1m has been included to address base budget issues and an additional £0.5m provides for new pressures occurring in 2008/09. The Parks and Countryside budget has also been increased by £1m in 2007/08 and this is reflected in the increase in the LE 2007/08 from the OE 2007/08.
- 2.2 Across the Directorate budget pressures have been prioritised and review areas identified. The budget provides additional funding for some service areas but also includes savings targets based on review areas being progressed in 2008/09. Completion of the reviews should enable resources to be realigned across the Directorate over the next five years to meet current and future pressures and priorities.
- 2.3 The Directorate has a significant income base, with over £60m of external income and £35m of charges to capital schemes and other services. Services have looked to maximise income opportunities and also to protect existing income bases. This includes reviewing current fees and charges, identifying additional opportunities and seeking future capital investment and other external funding and contributions where possible.

3 Summary of the Revenue Budget

Actual 2006/07		Original Estimate (OE) 07/08	Latest Estimate (LE) 07/08	Variation OE to LE 07/08		Original Estimate (OE) 08/09	Variation OE 07/08 to OE 08/09	
				£000	%		£000	%
222,956	Gross Expenditure	244,509	247,172	2,663	1.09	248,250	3,741	1.53
124,955Cr	Income	132,103Cr	133,159Cr	1,056Cr	0.79Cr	134,826Cr	2,723	2.06Cr
98,001	Net Cost of Service	112,406	114,013	1,607	1.43	113,424	1,018	0.91

4 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 (£1,018k)

4.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

	£000
Net Cost of Service – Original Estimate 2007/08	112,406
Changes in prices	2,103
Service budget changes	
• Other factors not affecting the level of service	-343
• Changes in service levels	3,231
• Efficiency savings (cashable)	<u>-2,460</u>
	114,937
Technical adjustments	541
Variations in charges for capital	-2,054
Net Cost of Service – Original Estimate 2008/09	113,424

4.2 Changes in prices £2,103k

4.2.1 Provision has been made for a pay award of 2% and an increase in the employers' superannuation contribution of 0.8%, the cost of this is £2,379k. The cost of implementing the pay and grading review impacts mostly on Recreation and Highways Services and is estimated at £1,436k. A sum of £294k had been included in the 2007/08 budget, making an increase of £1,142k in the budget for 2008/09.

4.2.2 Provision for general price inflation has been provided on specific running cost budgets at a cost of £940k. Within Libraries, Arts and Heritage the budget for grants to community based organisations has been increased by 2%.

4.2.3 Fees and charges have been reviewed across the Directorate. In general these have been increased by an average of 3%. This is expected to result in an increase in income of £1,858k. The charges made for planning applications are set nationally by the Directorate for Communities and Local Government (DCLG). There was no increase in planning charges in 2007/08 and the DCLG has recently concluded a consultation exercise over a revised charging structure to be implemented in 2008/09. The proposed charges will lead to an average increase of 23%, although charges for some types of householder applications will be abolished. The overall impact of the revised charges is estimated to be an increase

in income of £500k after allowing for a reduction in the base budget based on current trends in planning fee income.

4.3 Service Budget Changes

Changes in Service Levels £3,231k

- 4.3.1 Over recent years the Parks and Countryside Service has faced a number of significant budget pressures. Additional resources have been provided in the 2008/09 budget to address some of these. This together with the continuation of a number of budget reviews should enable the Service to manage within the allocated resources in 2008/09. The budget for leasing of equipment and vehicles has been increased by £200k, hire of skips by £130k and other expenditure budgets by £135k. Income budgets have been reduced in a number of areas by a total of £605k reflecting recent trends. Additional resources of £170k have also been provided to replace Heritage Lottery grant which is currently funding service improvements in Roundhay and Kirkstall parks. The Heritage Lottery grant ends in 2007/08.
- 4.3.2 In Sport, income from price increases will be invested in the Service to fund additional staffing costs of £405k and coaching staff costs of £200k. Additional resources of £115k have been included for the Olympics 2012 project, this includes staff and running cost expenses.
- 4.3.3 Within the Libraries, Arts and Heritage Service provision of £294k has been made for the full year costs of the new City Museum which opens in 2008. An additional £165k has been provided to cover the costs of additional planned events in 2008/09 such as the opening of the new museum, to increase the budget for exhibitions and to fund other pressures within the Service.
- 4.3.4 The Highways Services budget includes additional resources of £190k to provide an enhanced service on culvert cleaning, horticultural work, tree maintenance and drainage works. In 2006/07 the Water Asset Management budget was increased by £1.1m to provide significant additional resources for flood prevention measures across the city. The budget has been increased by a further £100k in 2008/09 to fund additional land drainage staff for reviewing and monitoring planning applications and investigations; the purchase of a rainfall tracking system to enable the rapid deployment of resources; the introduction of standby arrangements to ensure a rapid response to incidents and clearance of major blockages from large culverts.
- 4.3.5 Other service changes include £140k for service enhancements in the City Centre, including additional liaison officers, continuation of the Leeds legibility project and to contribute to the costs of the World Corporate Games to be held in Leeds in July 2008. Additional resources of £220k have been provided in Strategy and Policy to fund the development of a transport strategy for the City including investment in transport modelling and undertaking various strategy reviews. External grant support has also been secured by the Service which will fund additional road safety initiatives. The budget for Economic Services, includes expenditure and grant funding of £3.6m in relation to the Local Enterprise Growth Incentive project which is now well underway. The Economic Services budget also includes a continuation of funding from Yorkshire Forward for Holbeck Urban Village and the Leeds Renaissance Project.

Other Factors not affecting the level of service £343k Cr

- 4.3.6 Empty Property Relief against National Non Domestic Rates (NNDR) charges is to be largely abolished from 1st April 2008, this is estimated to result in increased charges of

£190k. Planned disposals from the commercial property portfolio will lead to a reduction in rental income of £184k. The DCLG has been consulting on the replacement of the current Planning Delivery Grant (PDG). Although the final criteria has yet to be agreed, based on the consultation paper it is estimated that Leeds should benefit from an increase in grant of approximately £375k.

4.3.7 The contract for advertising on street lamp posts is due to commence in 2008/09 and this should result in additional income of £150k. The budget for payments on the Street Lighting PFI contract has been increased by £1,353k in line with the agreed schedule of payments over the period of the contract.

4.3.8 The transfer of creditor payments staff in 2007/08 from the City Development finance section to the Business Support Centre has led to a reduction in the Finance staffing budget of £170k. Adjustment for changes in the allocation of central costs results in a saving of £960k. A review of directorate's running cost budgets has identified reductions in costs of £390k.

4.4 Efficiency savings £2,460k Cr

4.4.1 Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable gains represent the potential to release savings in cash for other areas of spend; non-cashable efficiencies relate to improved outputs or enhanced service quality for the same expenditure, efficiencies that achieve reductions in fees and charges to the public, and improvements to productive time (unless fewer staff are needed as a result). In terms of this directorate the following savings have been identified.

	Nature of saving	cashable £k
	Support Services	173
	Libraries	200
	Museums	115
	Parks income generation	250
	Sport	80
	Transport, recruitment advertising	226
	Service reviews	936
	Energy savings	480
	Total	2,460

5 Prudential Borrowing £324k

5.1 The budget provides for the implications of new prudential borrowing schemes, including the full year cost of Phase 2 of the Leeds Grand Theatre refurbishment works and an increase in vehicles and equipment leasing.

6 Technical Adjustments £217k

6.1 The authority is required to comply fully with accounting standard FRS 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase the net cost of service by £217k. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution from the Pensions Reserve.

7 Variations in charges for capital £2,054k Cr

7.1 Variations in capital charges has led to a reduction in charges of £2,054k. This is mainly due to the transfer of responsibility for community centres from the City Development Directorate to Environment and Neighbourhoods.

8 Risk Assessment

8.1 In determining the 2008/09 budget, consideration is given to all the risks and these are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

8.2 The key risks in the 2008/09 budget for this directorate are as follows:-

The Directorate has a significant existing income base to achieve, with external income across the Directorate amounting to over £50m. The budget includes various assumptions about increases in income in 2008/09. In 2007/08 some shortfalls in external income have been experienced and although trends have been reflected in the 2008/09 budget there is a risk that there could be further reductions. Income sources such as rental income, planning and building fees and charges for leisure activities are susceptible to changes in economic conditions. Income budgets are monitored regularly and appropriate action taken should reductions in income occur, provision has also been made in central contingency which could be released to meet shortfalls in some income sources.

8.3 The level of grant received from the new Housing and Planning Delivery Grant is dependent on the final criteria which is still to be agreed by the DCLG. There is a risk that the amount awarded to Leeds is less than that assumed in the budget. Any shortfall in grant will have to be managed within the overall Directorate budget.

8.4 The budget also includes over £2m of savings based on planned efficiencies. A number of service reviews have already been started and are due to be completed in 2008/09 and it is envisaged that these should deliver the budgeted savings. There is a risk that savings will be less than that assumed. Progress with the reviews will be closely monitored during 2008/09 by the City Development Directorate.



City Development Strategy and Policy



Main responsibilities:

Sustainable Development – environmental management, policy and awareness, design, landscape and conservation area and listed building advice, tree protection, minerals, waste and contaminated land.

Transport Policy – Local Transport Plan, environmental assessment, road safety, policy monitoring, and post Supertram transport strategy.

Planning and Economic Policy – Unitary Development Plan, local development framework, economic strategy, planning frameworks/briefs and project implementation.

Graphics and Communications – providing graphic design and mapping services to support departmental and corporate activity and developing internet and intranet communications.

Budget highlights 2008/09:

As a consequence of departmental re-structures the Urban Traffic Management Control function was transferred to the Highways portfolio of services during the course of 2007/08.

The budget includes grant income relating to the Education and Inspection Act. The grant will be used to fund a new post, and associated running costs, to enhance transport strategy issues including school travel initiatives.

A Transport Innovation Fund has been incorporated into the budget, providing for additional staffing and running costs, which will enable work to be undertaken on exploring options on new public transportation systems and infrastructure.

Funding from Road Safety Grants is to be used to promote safety on two wheeled powered vehicles and other road safety initiatives including the introduction of 2 new dedicated officers. Additionally a new post has been created to work on accident analysis.

The budget also includes grant income relating to work on financial inclusion projects which are funded from the award of Beacon Status.

The strategic service review within the Planning and Development portfolio identified a need for 2 additional posts in the Sustainable Development Unit. The budget provides for these posts which will contribute to improving performance on major planning applications.



City Development Planning and Development



Main responsibilities:

Planning Services – planning applications and appeals, putting strategies and policies into practice to help Leeds become an internationally competitive city with a high quality of life for everyone.

Highways Development Services – addressing the highways implications of development and working to deliver the Local Transport Plan.

Building Standards – providing building regulation and public safety services.

Compliance Services – monitoring compliance with the council's planning and building regulation decisions and dealing positively with breaches of control.

Development Enquiry Centre – providing customer focused one-stop services for the whole of the Development department, face to face, by phone and, increasingly, by e-mail and the internet.

Budget highlights 2008/09:

The Planning Delivery Grant is being replaced in 2008/09 by the new Housing Planning Delivery Grant. The level of grant will be announced during the first half of the financial year.

In recognition of a need to support planning authorities, DCLG have announced that Planning Fees are to be increased on certain applications by 23%. This will help in maintaining and supporting the service provided.

Provision has been made in the budget for additional planning posts identified in the strategic service review. This will assist in improving our performance, particularly on major applications. Further, following the introduction of the Caps Solutions Planning and Building system, work will be undertaken to introduce E Government initiatives including on line applications. Other initiatives to be introduced through the year include the in-house scanning of planning applications.

Funding has been included to appoint 2 Building Inspectors with the aim of meeting pressures on the Building Services function and increasing income on Building Fees.



City Development Economic Services



Main responsibilities:

Economic Services' key objective is to attract people and investment to the City. The work is about improving Leeds as a place, and about raising the profile of the City. Key themes for the service are:

- Urban renaissance and regeneration
- Investment and development
- Competitiveness – of Leeds as a place, and of Leeds' businesses

Perhaps more than most services, we can only achieve results by working with others. Indeed, staff are committed to working in partnership to provide quality services that meet the needs of the customers and stakeholders.

Economic Services comprises of 4 service areas:

- Business and Enterprise – Inward Investment and Marketing, Support and attracting funding.
- Tourism
- City Centre Management
- Renaissance Unit (including Civic Architect's Unit) - Urban Renaissance, Major Developments, Area Regeneration and support for Neighbourhood Renewal

The services will help deliver the Vision for Leeds and the Council's Corporate Plan.

Budget highlights 2008/09:

- Under the Renaissance Unit function, Holbeck Urban Village Project continues with estimated funding from Yorkshire Forward Single Pot of £367k and £203k for the Leeds Renaissance Project.
- The Tourism section will be working in partnership with other West Yorkshire authorities to encourage business tourism to develop in the region.
- The Local Enterprise Growth Initiative (LEGI) project is now well underway. Funding of £15.6m was awarded from central government over three years, with 2007/08 being the first year. A fourth year has now been confirmed. The £5.2m budget for 2008/09 is comprised of £3.6m revenue and £1.6m capital.
- The Renaissance Unit continues to provide the project management function for the Eastgate and Harewood Quarter development. Funding of £197k is expected in 2008/09 for this project.
- City Centre Management will be continuing to work on the Leeds City Centre Vision and the budget includes an additional £70k for this. The vision is of a vibrant, cosmopolitan city centre which actively embraces and nurtures its businesses, residents and visitors.



City Development Libraries, Arts and Heritage



Main responsibilities:

The Libraries, Arts and Heritage Service aims to support corporate objectives by –

- Taking a key role in regeneration and inclusion
 - make Leeds a great place to live and visit by encouraging active participation for all in the cultural and creative life of the city
 - help people explore and communicate their history, sense of place, their roots and their sense of community
- Taking a key role in Lifelong Learning
 - support citizenship, equality and democracy
- Promoting lifelong learning to encourage individuality, expression self development, achievement and to foster new creative talent
- Pursuing Excellence
 - ensure the customer is at the heart of everything we do
- Rigorously managing priorities, processes and performance (including training, improving communication, ICT and marketing) to exceed expectation.

Budget highlights 2008/09:

The 2008/09 budget incorporates the full year effects of capital developments to the value of £294k for the new City Museum and Discovery Centre. The budget also provides £35k to cover the costs of the new City Museum opening and to celebrate 150 years of the Town Hall. Finally, £30k has been provided for Art Gallery Exhibitions.



City Development Recreation



Main responsibilities:

The Recreation Services of Parks and Countryside and Sport and Active Recreation support Council objectives by:

- Providing directly and supporting the development of Recreation and sporting opportunities for all people to enjoy
- Ensuring an enjoyable and sustainable environment for all through the creation, management and enhancement of parks and greenspaces.
- Encouraging people to be more healthy through greater involvement in physical activity.
- Providing opportunities for self development and learning through involvement in sporting and environmental activity.
- Taking the strategic lead in the development of recreational and sporting opportunities in Leeds.
- Helping to support the city's growing reputation as a great place to live, work and play.
- Delivering targeted programmes to ensure those individuals at greatest risk are afforded the chances to be involved in recreation and sporting activities.
- Setting clear priorities, supporting the development of staff and managing performance effectively.
- To provide a sympathetic and caring Burial and Cremation service for bereaved throughout Leeds.
- To ensure the service adopts a strategic approach towards the future development of the service, to meet the changing needs of the service and ensure sustainability of the service with provision of burial land.

Budget highlights 2008/09:

The 2008/09 budget provides for an injection of £1 million to cover the base budget pressures within the Parks and Countryside service which consist of mainly income pressures but expenditure pressures such as the additional cost of bonfires (£83k) and skips (£130k) have been built into the budget.

The Parks' budget receives an additional £200k to cover the full year effect of leasing commitments made during 2007/8. £170k has been provided to replace the fall out of the Heritage Lottery Fund grant plus a further £100k to cover staffing costs which were not previously provided for in the Parks and Countryside base budget.

Within the Sport and Active Recreation service an additional £200k has been provided for the cost of coaches' contracts and £60k for increased NNDR costs for the Acquatics Centre. The budget also provides £400k to help with staffing pressures in Facilities and £82k for staffing budget pressures within the Sport Development Unit. Finally, the service receives £115k to promote Leeds in readiness for the 2012 Olympics and £126k has been provided for the preparatory works pending a final decision in going live with the Sports Trust.



City Development Highways Services



Main responsibilities:

Highways Maintenance currently maintain 2,900km of highways and adjacent footway in Leeds, providing a 24 hours a day, 365 days a year emergency response service. Winter maintenance services include precautionary salting on main and key distributory roads, and removal of snow as required.

The Leeds street lighting Private Finance Initiative will deliver the largest refurbishment and maintenance programme for street lighting ever seen in this country. The initiative includes the introduction of environmental white lighting, which delivers more light to the street but reduces sky pollution. The scheme will see 80,000 lighting columns replaced over the next five years.

Highways Planning is responsible for monitoring and assessing the condition of the network and for prioritising works accordingly. This section also monitors and controls the activities of utility companies working on the highways.

Traffic Management are responsible for the implementation of traffic regulation orders, and the delivery of local traffic schemes, such as traffic calming initiatives. The section also provides information on the guidance and criteria for pedestrian crossings and requests for new crossings.

Urban Traffic Management Control – managing the signal control system for the benefit of all road users.

Engineering Services is a consultancy service covering design and construction of highways, bridges, and watercourses, helping to create a high quality built environment for the city.

Main responsibilities include –

- Design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects.
- Bridge assessment and strengthening, together with the management of the authority's structures in accordance with national programmes and standards.
- Provision of a geotechnical and site surveying consultancy service including topographical and soil surveys.
- Undertaking all the statutory responsibilities of the council as the land drainage authority for the Leeds Metropolitan District. Full riparian responsibilities for Leeds City Council properties. Management of watercourses and fountains.

Budget highlights 2008/09:

Highways

The budget provides for increased expenditure on horticultural maintenance within the highways infrastructure (+£100k). The increase in resources will allow for the increased price of the grass cutting contract and additional works on tree maintenance and Japanese Knotweed / Ragwort.

Urban Traffic Management Control

£55k has been added to the Urban Traffic Management Control budget to offset the increase in costs of maintaining the traffic signals



City Development Highways Services



Engineering Services

With the exception of the land drainage and general maintenance (structures revenue) functions, the service is fully rechargeable with a large proportion of its income being generated by fees from the capital programme.

For 2007/08 major engineering projects include: the East Leeds Link Road; Inner Ring Road Stage 7; the A65 Quality Bus Initiative and; the private street works programme.

Annual asset valuation report for highways structures, as required by Whole of Government Accounts, will be prepared by the Bridges Section.

An additional £100K has been added to the 2008/09 budget to continue with the responsibility for water asset management helping to build the service and to build on the success of the 2007/08 programme.

The continuation of additional resources for the maintenance of water features in the city.

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City Development Design Services



Main responsibilities:

Design Services is currently comprised of the Strategic Design Alliance and is a comprehensive construction consultancy service provided within a strategic partnership with the private sector. The service covers design and construction management of new and refurbished buildings helping to create a high quality built environment for the City. It delivers a substantial element of the Council's capital construction programme and the aim is to provide a 'one stop', client-facing service which delivers quality projects on time and within budget

Main responsibilities include –

- Provision of the full range of architectural professional design services to support the design and delivery of the capital programme.

Budget highlights 2008/09:

The service is fully rechargeable with a large proportion of its income being generated by fees from the capital programme.

Major Architectural projects include: the Art Gallery and Central Library internal remodelling and Resource Centre; the remodelling and refurbishment of the City Varieties Theatre; Bankside Primary School; Northern Ballet & Phoenix Dance Centre .



City Development Strategic Asset Management



Main responsibilities:

The aim is to provide a seamless asset management service, which drives continuous improvement in the council's property portfolio.

The service assists client departments to deliver corporate objectives by –

- Assisting with development of large capital schemes.
- Providing professional property advice and handling the disposal of property.
- Assisting in the implementation of specific asset management based projects.

In addition to the above, the markets division provides and manages retail markets in the city centre and at various town centres across the Leeds district.

As the council is a major land and property owner in the city, the asset management service plays a key role in helping to shape the physical development of Leeds along with other services of the authority.

Budget highlights 2008/09:

Better use of technology in the commercial property service charge calculation for small industrial units is projected to improve the service provided to our tenants, by aiming to issue the balancing service charge within 3 months of the year end.

Income to the Council from Advertising sites is increasing each year. By being innovative it is anticipated that £720k will be achieved, including new initiatives such as landmark site advertising.

The use of auctions to dispose of surplus property assets has proved successful in helping to achieve the authority's capital receipt target and, equally important, the Council's surveyor and legal fees income budget

The pending Local Act of Parliament for Street Trading will generate additional revenue and aim to improve the street scene of Leeds for all users of the city, retailers, shoppers and tourists.

CITY DEVELOPMENT : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Strategy And Policy			
Sustainable Development	1,995	2,013	2,105
Planning And Economic Policy	2,532	2,514	2,351
Transport Policy	2,716	2,776	2,777
Net Cost Of Service	7,244	7,304	7,233
Planning And Development			
Development Enquiry Centre	265	305	308
Planning Services	2,010	1,979	978
Building Standards And Compliance	-45	-45	-219
Highways Development Service	788	801	835
Net Cost Of Service	3,018	3,040	1,902
Economic Services			
Business And Enterprise	1,373	1,595	1,389
Civic Architects	206	206	126
Renaissance Unit	600	594	675
Tourism	842	871	905
City Centre Management	895	884	956
Net Cost Of Service	3,915	4,150	4,051
Support Services			
Support Services	766	546	480
Net Cost Of Service	766	546	480
Libraries, Arts And Heritage			
Arts	6,860	7,066	6,890
Libraries	14,791	14,774	14,782
Heritage Services	5,069	5,073	5,385
Venues	5,114	4,986	1,965
Support Services	1	1	1
Net Cost Of Service	31,835	31,899	29,024
Recreation			
Parks And Countryside	14,422	15,447	16,035
Sport And Active Recreation	14,629	14,698	15,712
Net Cost Of Service	29,052	30,145	31,747
Highways			
Urban Traffic Management Control	1,104	1,122	1,155
Engineering Services	1,341	1,491	1,501
Highways	34,950	34,965	37,011
Net Cost Of Service	37,396	37,579	39,667
Design Services			
Architectural Services	105	105	121
Net Cost Of Service	105	105	121
Asset Management			
Asset Management	1,357	1,399	1,283
Management Of Property	-656	-528	-386
Client Services (Design & Construction)	364	364	380
Kirkgate Market	-1,164	-1,164	-1,293
Open Markets	-295	-295	-296
Street Trading	-86	-86	-130
Sunday Markets	-362	-362	-366
Markets Administration	-85	-85	0
Markets Information & Advice Office	3	3	6

CITY DEVELOPMENT : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Net Cost Of Service	-923	-753	-802
Appropriation			
Transfers To/From Reserves	4,191	4,138	251
Net Cost Of Service	4,191	4,138	251
Net Revenue Charge	116,597	118,151	113,675

CITY DEVELOPMENT : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	81,931	81,882	86,079
Pension Costs	4,732	4,846	5,228
Other Employee Related Costs	650	645	601
Training & Development	558	545	469
	87,870	87,918	92,376
Premises			
Buildings Maintenance	4,761	4,651	4,468
Grounds Maintenance	3,725	3,880	3,793
Rent & Nndr	4,272	4,213	4,929
Building Security	898	891	831
Cleaning & Refuse Collection	1,487	1,600	1,636
Utilities	8,351	8,337	8,073
Highways Maintenance	8,340	8,654	9,720
Accomodation Recharges	2,665	2,665	2,920
Premises Related Insurance	380	380	425
	34,879	35,272	36,795
Supplies & Services			
Miscellaneous	507	529	584
Materials & Equipment	10,585	11,629	10,916
Stationery & Postage	993	1,013	929
It/Telecommunications	2,532	2,635	2,319
Insurance	3,366	3,390	3,433
Events & Projects	1,231	1,504	1,639
Professional Fees	1,765	2,033	1,700
Grants & Contributions	7,308	4,721	4,116
Waste Disposal	91	91	82
Allowances	37	37	36
Security Services	355	383	337
Other Hired & Contracted Services	13,164	15,685	16,791
	41,934	43,649	42,882
Transport			
Vehicles & Plant Related Expenditure	4,566	4,742	4,619
Travel Allowances	784	814	681
Transport Related Insurance	170	170	175
	5,519	5,726	5,475
Internal Charges			
Central Financial Services	2,434	2,554	1,979
Legal Services	1,727	1,728	2,513
Departmental Reallocations	31,803	31,841	30,906
Central Human Resources	752	752	848
Central It	5,761	5,761	4,510
Property Management Services	408	419	378
Charges From Other Departments	468	474	745
Equal Opportunities	116	116	94
Distributed Grants	35	77	0
	43,503	43,722	41,973
Appropriations			
Transfer To/From Reserves	145	91	251
Transfer To/From Earmarked Reserves	4,046	4,046	0
	4,191	4,138	251
Capital			
Capital Financing Charge	30,803	30,803	28,749
	30,803	30,803	28,749
Total Expenditure	248,700	251,227	248,501

CITY DEVELOPMENT : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Internal Income			
Income From Othe Departments	-17,516	-18,072	-18,305
Income From Other Accounts	-11,672	-11,411	-12,264
Departmental Reallocations - Income	-34,651	-34,670	-33,133
Corporate & Democratic Core Income	-701	-701	-692
Redistribution Of Grants Income	-4,837	-3,456	-3,441
	-69,377	-68,310	-67,836
Income - Grants			
Government Grants	-13,269	-13,559	-14,017
Other Grants	-992	-1,498	-785
	-14,262	-15,057	-14,802
Income - Charges			
Sale Of Goods & Services	-5,023	-5,221	-5,811
Fees & Charges	-28,999	-29,151	-30,926
Education Leeds Income	-191	-191	-221
Contributions	-1,642	-1,859	-1,530
Other Income	-2,814	-3,028	-3,523
Rents	-7,919	-7,878	-7,907
Almos Income	-1,875	-2,380	-2,270
	-48,464	-49,708	-52,188
Income - Other			
Interest/Dividends	0	0	0
	0	0	0
Total Income	-132,103	-133,076	-134,826
Net Revenue Charge	116,597	118,151	113,675

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Children's Services (Including Education)

LEEDS CITY COUNCIL

2008/09 BUDGET REPORT

Directorate: Children's Services

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the budget for Children's Services for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in the following table. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Service Context

- 2.1 In effect, 2008/09 is the second year full year of the children's trust arrangements in Leeds. The budget strategy for 2008/09 reflects in part the need to continue to realign budgets with a focus on targeting resources toward the priorities contained within the Children and Young People's Plan.
- 2.2 There are significant challenges within the budget for 2008/09, particularly in the Children and Young People's Social Care Service area, where increasing numbers of looked after children are placing significant pressure on resources. A cornerstone of the 2008/09 budget strategy is to bring financial stability across Children's Services and to put into place a safe and secure base as a foundation to drive the 5-year financial plan. Integral to this 5-year plan will be the continued investment in preventative and integrated service provision in line with our strategic priorities.
- 2.3 The budget strategy recognises the need to deliver on the issues arising from the Joint Area Review (December 2007) and also any recommendations for improvements outlined in the Fostering and Adoption Inspection and the inspection of the Youth Offending Service. In addition, the strategy supports the continuous improvement as part of the Annual Performance Assessment process.

3 Summary of the Revenue Budget

Actual 2006/07		Original Estimate (OE) 07/08	Latest Estimate (LE) 07/08	Variation OE to LE 07/08		Original Estimate (OE) 08/09	Variation OE 07/08 to OE 08/09	
				£000	%		£000	%
132,990	Gross Expenditure	138,886	142,181	3,295	2.4	169,759	30,873	22.2
42,380cr	Income	45,395cr	45,980cr	585cr	1.3cr	63,425cr	18,030cr	39.7cr
90,610	Net Expenditure	93,491	96,201	2,710	2.9	106,334	12,843	13.7
7,285cr	Charges to other directorates	7,701cr	7,955cr	254cr	3.3cr	9,958cr	2,257cr	29.3cr
83,325	Net Cost of Service	85,790	88,246	2,456	2.9	96,376	10,586	12.3

4 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09

4.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

	£000
Net Cost of Service – Original Estimate 2007/08	85,790
Transfer to/from Revenue Support Grant	2,125
Adjusted Base	87,915
Changes in prices	1,039
Service budget changes	
• Other factors not affecting the level of service	990
• Changes in service levels	3,369
• Efficiency savings (cashable)	-950
Technical adjustments	3,980
Variations in charges for capital	33
Net Cost of Service – Original Estimate 2008/09	96,376

4.2 Changes in prices

4.2.1 Provision of £1.48m has been included in the Original Estimate 2008/09 for the cost of the pay award from April 2008 at 2.0%. Price increases for 2008/09 are provided for at £1.32m at a general level of 2%, with specific exceptions to this where applicable. Increases in the level of fees, charges and income from other organisations is estimated at £1.77m.

4.2.2 The budget strategy for 2008/09 includes a proposal to restructure the Children's Centre Nursery Fee Framework, recognising the development of the Working Tax Credit system which has been established by the Government to support working families on modest or low incomes. By summer 2008, a total of 49 Children's Centres will have been developed

in Leeds as part of phase 1 and 2 of the Children's Centre programme. A further 9 centres will be developed between 2008-11 as part of phase 3 of the programme.

- 4.2.3 Following the Childcare Act 2006, Children's Centres became a statutory element of the welfare state with the responsibility for ensuring the development and operation of the service resting with the local authority. Children's Centres were established to provide integrated early education and childcare for children aged 0-5, outreach services to 'reach' a given number of children aged 0-5, family support services (including health and social care), parenting courses that promote family involvement in children's learning, growth and development and also access to information and training that will promote families entering training and employment. The Early Years provision and the Children's Centre programme in Leeds have been recognised nationally for the quality of provision
- 4.2.4 Currently, the childcare fee structure has four charging bands dependent on family income with a minimum weekly fee of £95 and a maximum weekly fee of £140. In comparison, the current average weekly fee for childcare in Leeds across the Private, Voluntary and Independent sector is £160, with fees ranging from £145 through to £210 per week. With the development of Working Tax Credit, by charging concessionary rates, the Council is losing income that families would receive 80% of via tax credits. The financial implication of the current concessionary policy is therefore that the Council is losing £45 per week per childcare place (full-time equivalent).
- 4.2.5 The proposal within the budget strategy for 2008/09 is to freeze the current maximum weekly fee of £140 for the coming year and, recognising the availability of Working Tax Credit, simplify the charging framework and remove the current concessions. The proposal will therefore increase the daily fee rate to £28 per day for all customers, with the financial impact on families mitigated by the ability to claim 80% of the cost of childcare through the Working Tax Credit System (up to a maximum of £175 per week). In addition, parents eligible for Nursery Education Grant will receive an additional discount on their nursery fee. There will be a strategy in place to work with the Credit Union, Leeds Benefits Service and the Welfare Rights Team to ensure maximum take-up of financial assistance.
- 4.2.6 The current policy for the Community use of School Facilities is to fully-subsidise use regardless of the link to strategic priorities. This policy is in fact out of line with other areas of the council where community groups are not subsidised to the same level. The budget strategy therefore proposes a review of policy to ensure that we target any subsidy to those areas that are in line with the priorities contained within the Children and Young People's Plan – for example, tackling childhood obesity.

4.3 Service Budget Changes

- 4.3.1 The budget strategy for 2008/09 recognises the impact of increasing numbers of looked after children on the Children and Young People's Social Care Service. Overall, the budget proposals will invest almost £5m into the Children & Young People's Social Care Budget recognising the increase in activity and also the need to stabilise the financial position. Of this £5m, an additional £1.0m is being targeted toward investment in staffing in order to improve individual case-loads across the fieldwork teams. Continuing investment is also being made into residential care recognising the recommendations from previous inspections and reviews.
- 4.3.2 The pressures inherent in the budget in 2007/08 such as Care Leavers, Unaccompanied Asylum Seeking Children, the cost of legal advice and the increasing cost of externally provided placements have all been recognised in the 2008/09 budget strategy. To mitigate

these areas of budget pressures, Children & Young People's Social Care is implementing strategies which include strengthening the commissioning and contracting arrangements for procuring placements, exploring the potential to access welfare benefits for care leavers, reviewing all externally provided placements and contributions from partner organisations and utilising grant and external income wherever possible.

- 4.3.3 A key area for investment in 2008/09 is the Fostering Service, where issues around the recruitment and retention of in-house foster carers have, in part, necessitated the use of relatively expensive Independent Sector Fostering Agencies. With investment of £1.2m, the budget for 2008/09 recognises the need to invest in the quality and quantity of the in-house fostering service as part of the longer-term plan to reduce the recent increase in the use of externally provided placements.
- 4.3.4 Of the £1.2m investment in the in-house fostering service, £800k relates to the full-year implementation of Payment for Skills which is a new approach that introduces a progressive framework of tasks, skills and competencies for Foster Carers, and links the level of skill of foster care to the fee paid to the carer. It is a means to fully implement a new quality framework for Foster Care, and to link this to a redefined structure for payment of fees and allowances to Foster Carers. Payment for Skills necessitates an ongoing review of service management processes, roles and responsibilities. As part of this, the Service has developed a framework of core requirements and tasks against which each foster carer will be assessed to determine the appropriate level of remuneration. It will then be the responsibility of the Service to match the skills of the Foster Carer to the needs of the child. As at October 2007, there were over 900 foster carers in Leeds and as part of the implementation of Payment for Skills all carers will be reviewed and assessed against the new quality framework. There are a number of advantages to be gained from implementing Payment for Skills, not least that it systematically reduces the potential for demand led budgets to overspend.
- 4.3.5 Connexions is the Government's support service for all young people aged 13 to 19 in England. It also provides support up to the age of 25 for young people who have learning difficulties or disabilities (or both). Through multi-agency working, Connexions provides information, advice, guidance and access to personal development opportunities for young people. It aims to remove barriers to learning and progression, and ensure young people make a smooth transition to adulthood and working life. From April 2008, these responsibilities transfer to local authorities who, working under children's trust arrangements, will be given responsibility and accountability to plan and commission integrated youth support services. In Leeds, the impact of this is that in 2008/09, the City Council will receive £6.98m of funding from Government as part of the new Area Based Grant. The new arrangements will be managed through the Integrated Youth Support Service (IYSS).
- 4.3.6 The budget for 2008/09 also recognises the continuation of the Youth Opportunity Fund (£496k per year) and the Youth Capital Fund (£429k per year) for the coming 3 financial years. The spending plans for both of these funds are decided by Young People. In addition, the Government has strengthened the funding for Positive Activities for Young People (PAYP) by announcing additional investment of £372k on top of the £989k which the Council already receives. This aim of this additional investment is likely to be to extend the programme of activities beyond school holidays but this is still to be confirmed by Government Office.
- 4.3.7 In respect of Children with Disabilities, the Government has recently announced plans to increase funding for short-breaks provision, with Leeds set to receive revenue funding of

£60k in 2008/09, £644k in 2009/10 and £2,077k in 2010/11. In addition, the Council will receive capital resources of £322k in 2009/10 and £750k in 2010/11.

- 4.3.8 The continuing realignment of resources with a concentration towards the targeted priorities contained in the Children and Young People's Plan is a key aim across Children's Services. The budget for 2008/09 recognises this longer-term drive with efficiencies of £250k identified to be delivered from a review of the resources employed within localities and also the exploitation of opportunities for efficiencies through closer integration of service provision.
- 4.3.9 Further evidence of the move toward integration across the Children's partnership is the review of support arrangements, infrastructure and commissioning arrangements. The Children's Services Leadership Team and the Integrated Strategic Commissioning Board have set in place 'hosting' arrangements across the partnership where lead organisations will oversee and commission integrated resources on behalf of the partnership. The budget for 2008/09 includes an example of this with £100k of efficiencies identified around how performance and communication arrangements are managed across the partnership.
- 4.3.10 In the Early Years Service, the budget for 2008/09 recognises the recommendations of the previous Best Value Review and the need to rationalise the remaining Early Years Centres recognising the development of the Children's Centre Programme.
- 4.3.11 The cost of transporting children and young people around the City is estimated at around £8m per year. The Children's Services Leadership Team has commissioned a review of transport policies and arrangements across the Children's Partnership and efficiencies of £150k (around 2% of spend) have been identified in the budget.
- 4.3.12 The budget for 2008/09 includes £0.3m for the increasing cost of legal advice. This is a product of the complexity and increase in the number of proceedings.

4.4 Efficiency savings

Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable gains represent the potential to release savings in cash for other areas of spend; non-cashable efficiencies relate to improved outputs or enhanced service quality for the same expenditure, efficiencies that achieve reductions in fees and charges to the public, and improvements to productive time (unless fewer staff are needed as a result). In terms of this directorate the following savings have been identified.

Nature of saving	Cashable £k	Total £k
Strengthen the commissioning arrangements in respect of the use of Independent Sector Fostering Agencies and other Externally Provided Placements.	150	150
Pathway Planning – Care Leavers accommodation requirements	100	100
Review all externally provided placements to ensure value for money is being achieved.	200	200
Review the policy for Transport across Children’s Services.	150	150
Review of Locality and Integrated Working.	250	250
Review the arrangements for managing Performance and Communications	100	100
Total	950	950

5 Technical Adjustments

- 5.1 The authority is required to comply fully with accounting standard FRS 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase the net cost of service by £724k. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution from the Pensions Reserve.
- 5.2 Central charges and support services costs in particular have increased to reflect a more accurate assessment of those costs associated with Children’s Services and compensating reductions have been made in Adult Social Care.

6 Risk Assessment

- 6.1 In determining the Children’s Services budget for 2008/09, consideration is given to all the risks and these are managed within the directorate’s overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.
- 6.2 The key risks in the 2008/09 budget for this directorate are as follows:-
- One of the key continuing risks within the 2008/09 budget relates to the level of demand and activity, particularly within the Children and Young People’s Social Care budget. The increasing trend in the number of looked after children has placed significant pressure on resources in the 2007/08 financial year which has been recognised within the 2008/09 budget strategy. In particular, the significant cost of externally provided placements, both general residential placements and those placements with Independent Sector Fostering Agencies, means that these placements will need close management and monitoring in 2008/09.
 - The cost of provision around Unaccompanied Asylum Seeking Children is an area for management attention, although the increasing numbers of Children supported means that the Council is now eligible for additional grant funding from 2007/08 onwards. Nationally, Government is working with local authorities to investigate alternative arrangements around the identification of specialist local authority providers.

- The schedule of efficiencies identified at paragraph 4.4 will need detailed monitoring throughout 2008/09 in order to identify any deviation from plan at an early stage. The Children's Services Leadership Team and the Social Care Improvement Board will monitor the detailed Action Plans as part of the regular framework of financial and performance management arrangements.
- The proposal to restructure the Nursery Fee Framework may have an adverse impact on the number of children attending the Children's Centres. Early Years management will monitor take-up of childcare places.

LEEDS CITY COUNCIL 2008/09 BUDGET REPORT

Service: Education

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the Education budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in the following table. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

1 Summary of the Revenue Budget

Actual 2006/07		Original Estimate (OE) 07/08	Latest Estimate (LE) 07/08	Variation OE to LE 07/08		Original Estimate (OE) 08/09	Variation OE 07/08 to OE 08/09	
				£000	%		£000	%
£000		£000	£000	£000	%	£000	£000	%
641,687	Gross Expenditure	567,581	664,255	96,674	17.0	602,664	35,083	6.2
-570,291	Income	-506,528	-603,810	-97,282	19.2	-537,505	-30,977	6.1
71,396	Net Cost of Service	61,053	60,445	-608	-1.0	65,159	4,106	6.7

2 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 £4,106k

National Funding of Education 2008/09

Schools Budget

The funding system for education changed from April 2006. All expenditure previously within the 'Schools Budget' transferred to be funded by a grant known as the Dedicated Schools Grant (DSG).

The National Dedicated Schools Grant is increasing by 4.6%, 3.7% and 4.3% per pupil over the three year period 2008 to 2011. The increase for Leeds is 4.31%, 3.6% and 4.1% per pupil. Based on the latest estimate of pupil numbers this equates to annual cash increases of 3.1%, 2.95% and 3.99%.

The estimated 2008/09 DSG for Leeds represents an increase of £11,887k to £392,769k. This represents a 3.1% increase and is lower than the 4.1% national average increase due largely to demography (where pupil numbers in Leeds are decreasing faster than the national average).

The final DSG for 2008/09 will be based on pupil numbers taken from the January pupil count immediately prior to each financial year. For each pupil different to the projection an adjustment of £3,926 will be made in 2008/09 to the indicative DSG in the table below.

Dedicated Schools Grant for Leeds

	Final 2007/08 £000s	Indicative 2008/09 £000s	increase £000s	increase %
Dedicated Schools Grant	380,882	392,769	11,887	3.1

The Dedicated Schools Grant must be used to fund the delegated school budgets, payments to Private, Voluntary and Independent (PVI) early years providers and all central support to schools within the Schools Budget.

The £11,887k increase from the final 2007/08 DSG figure is proposed to be split between the Individual Schools Budget £9,988k, PVI Budget £591k and the Central Schools Budget £1,308k.

Variation between the OE 2007/08 and the OE 2008/09

Net Cost of Service – Original Estimate 2007/08	£61,053k
LEA Budget	£3,762k
Asset Rentals	£344k
Net Cost of Service – Original Estimate 2008/09	£65,159k

Schools Budget services within the 2008/09 Education budget amount to £386,255k all fully funded from the ring-fenced Dedicated Schools Budget (the balance of £5,955k DSG for Early Years is held within the Children's Services budget). LEA Services have a net cost of £38,462k and Asset Rentals a net cost of £26,646k in 2008/09.

3.3 Individual Schools Budget (DSG funded)

The individual Schools budget is funded by a combination of the Dedicated Schools Grant (DSG) and Learning and Skills Council (LSC) funding (for post-16 pupils).

	DSG £000s	LSC £000s	Total £000s
Original Budget 2007/08	347,920	31,458	379,378
Final Budget 2007/08	348,598	31,429	380,027
Original Budget 2008/09	358,586	32,400	390,986
Increase	9,988	971	10,959

The ISB for 2008/09 is expected to increase by £10,959k (2.9%), comprising £9,988k increase in DSG funding and £971k increase in LSC funding, based on the best estimate of pupil numbers.

The Minimum per pupil Funding Guarantee (MFG) £4,060k

The DCSF introduced a mechanism to ensure that all schools receive an increase in funding on the majority of their formula funding from 2004/05. The minimum funding guarantee increase for schools has been set at 2.1% per pupil for the next 3 years. This represents a below inflationary increase of approximately 0.5%. The cost of delivering the guarantee in 2008/09 is estimated at £4,060k. This comprises £7,090k for the 2.1% increase and £-3,030k for the reduction in pupil numbers.

Inflationary pressures

Inflationary pressures include the following:

- Teachers pay award 2.45% from September 2008
- Officers estimated pay award 2.0%
- Officers superannuation increase 0.8%
- General price increases of 2-3%
- Energy inflation estimated at 3.5%

The cost of meeting the above inflationary pressures exceeds the MFG 2.1% per pupil increase by £1,409k.

Demographic pressures

Pupil numbers are forecast to continue to fall in 2008/09 with a consequent reduction in funding for schools of -£3,030k. (Pupil numbers are forecast to reduce in Primary in 2008/09 by -550 and in secondary the numbers are forecast to reduce by -831).

Pressures to be funded outside of the MFG £6,899k

- **Inflation above the MFG £1,409k**
These are estimated to cost an extra £1,409k (see above).
- **Private Finance Initiative (PFI) £585k**
The current five PFI contracts will start to go into a cumulative deficit position in 2010/11. The Council has therefore established a sinking fund into which additional contributions are made to ensure that at the end of the contract terms no deficit remains. The Council's financial strategy requires these costs to be funded from the ISB through the PFI factor in the formula. Provision of £4,138k was made in 2007/08 and the required contribution is expected to increase in 2008/09 to £4,723k.
- **Learning and Skills Council Funding £971k**
The LSC funding increase of £971k is in line with the MFG increase, adjusted for increased pupil numbers, and will be passed on directly to schools. The Minimum Funding Guarantee no longer applies to 6th form funding. The introduction of a new LSC funding mechanism is likely to reduce funding for a number of Sixth forms. Schools that receive less funding per pupil under the new formula will be protected by a funding floor. The funding floor will ensure that funding per pupil each year will be set at the funding per pupil received in the previous year.
- **Job Evaluation £900k**
Job evaluation is anticipated to result in increased pay costs in 2008/09 estimated at £1.5m. Part of the additional cost (£0.6m) will come through an increase in the cost of school meals. (see below).

- **Funding for Inclusion (FFI) - Level 2 £692k**
This reflects inflationary pressures and additional identified pupil needs £692k.
- **School Meals £591k**
It is likely that the cost of school meals will increase by over £1,731k due to a combination of the pay and grading review , inflation on provisions, and increased costs/lower take up. The pressure to be funded is net of the £1,140k School Meals Grant detailed below.
- **National non-domestic rates £110k**
This reflects inflationary pressures and the impact of school revaluations (particularly increased valuations for new schools).
- **Ministerial Priority Targeting £1,641k**
The DCSF has included funding within the dedicated schools grant targeted at ministerial priorities of personalised learning, including early intervention to prevent children from falling behind; targeted support for specific groups, including ethnic minorities, white working class children, children in care and support for children with special educational needs. The notional £4.4m for Leeds will be reduced to an estimated £1.6m due mainly to the additional budget pressures of pay and grading, PFI, and the additional retention within the Central Schools Budget.

It is for individual local authorities in consultation with their Schools Forums to decide on the distribution of the whole of the grant locally (subject to meeting the minimum funding guarantee and taking into account local circumstances), however the expectation is that this will be targeted using deprivation factors in the School Funding Formula.

Other school funding in addition to the ISB:

- **School Standards Grant**
The School Standards Grant rates per pupil increase by 2.1% per pupil per year for the next 3 years.
- **School Standards Grant Personalisation**
The rates based on prior attainment and free school meals increase by 2.1% per year for the next 3 years, but the rate per pupil on roll is not increased. Over the three years the prior attainment measure will be based on 2007 results and free school meals percentage based on January 2008.
- **School Development Grant (SDG)**
Schools will all receive an amount equal to the same funding per pupil as in 2007/08. The total grant will be an increase of 2.1% per pupil. Having provided schools with the baseline of the same funding per pupil Local Authorities must determine how to target the growth. As the allocations have been required to increase by a set percentage per pupil in recent years much of the underlying data requires updating. The mechanism for the distribution of the headroom within this grant is subject to consultation with Schools Forum.
- **School Lunch Grant**
This new grant of £1,140m is ring fenced and is to be used by schools to meet the direct costs of school lunches (ingredients, additional hours to prepare fresh food, increased rates of pay for employees with higher skill levels, small pieces of extra equipment).
- **Funding for Specialised Diplomas at Key Stage 4**
Leeds is expected to receive additional grant funding for diplomas in 2008/09 of £90k.

The DCSF expect some funding to be redirected from current 14 to 16 'more practical learning pathways' funding and schools are expected to fund a proportion of the cost from their own budgets.

- **Devolved Formula Capital**

The national formula for devolved formula capital is:

Year	Per School (£)	Per Primary Pupil (£)	Per Secondary Pupil (£)	Per SEN pupil or boarding pupil (£)
2007-08	18,500	63.00	94.50	189.00
2008-09 Un-modernised school	18,500	63.00	94.50	189.00
2008-09 Modernised school	9,250	31.50	47.25	94.50

3.4 Private, Voluntary and Independent Nursery provision £32k EL [£559k also included within the Children's Services budget]

In addition to a 2.1% increase for pay and prices in the early years education grant paid to providers for three and four year olds accessing education in non-maintained settings, there is an increased cost due to growth in provision through the development of additional Children's centres.

3.5 Central Schools Budget

Original Estimate 2007/08	£26,256k
Final Estimate 2007/08	£25,261k
Original Estimate 2008/09	£26,569k
OE to OE Increase	£1,308k

Central Schools Budget (CSB)

Under the draft School Finance (England) Regulations 2008, the Secretary of State only allows local authorities to increase the Central Schools Budget by the same percentage increase as the Individual Schools Budget (ISB) and PVI budget. The Local Authority may increase the Central Schools Budget expenditure by a higher percentage than the percentage increase in the ISB with the permission of the Leeds Schools Forum. Of the £1,308k increase above, £791k (3.13%) is the increase allowable under the regulations and Schools Forum approved a further £517k increase at their meeting on 24th January 2008.

The main variances are described below.

Pay and price increases £502k

Provision has been made for 2% (Officers and Soulbury) and 2.45% (Teachers) pay increases from the relevant pay award date (April for Officers, September for Teachers and Soulbury staff). Other price inflation has generally been allowed at 2.0% with some running costs being cash limited. Provision has also been made for an increase of 0.5% in the employers' contribution rate to the West Yorkshire Pension Fund.

Home Tuition £177k

Provision has been made for the net additional costs arising from the delivery of statutory hours of education under the service level agreement with the East SILC.

Beckett Park £600k

Schools Forum agreed to the central retention of funds for the Key Stage 3 Behaviour facility at the Beckett Park site at their meeting of 20 September 2007. Estimated running costs in 2008-09 are £900k which will be offset by income from SILCs of £-300k.

Children's Services Grant £177k

Costs relating to Travellers Education, Asylum Seekers, Teenage Pregnancy and the virtual head teacher previously partly funded from the Children's Services Grant are over committed by £177k. The Children's Services Grant will cease from 31/03/08.

Pupil Referral Service £-128k

Provision has been made for the pupil referral units receiving reduced age-weighted-pupil-unit income from schools and also reduced income from the Department of Children, Schools and Families for seconded staff. The contingency held within the 2007-08 has been removed and utilised to partly offset the pressures arising from the Home Tuition, Beckett Park and Outside Placements described above.

Maternity cover for school based staff £145k

Further provision of £145k has been made for an increase in the level of salary costs for staff in schools on maternity leave.

Neighbourhood Renewal Fund (grant fallout) £230k

Leeds City Council has received approximately £6m less funding for its Neighbourhood Renewal Fund schemes in 2008-09. The effect on the Education schemes Developing Learning Communities and Developing Healthy Communities results in a reduction of £256k and £130k NRF grant respectively. It has been assumed that some of the NRF shortfall on the Learning Communities Team can be met from the retained School Development Grant and further efficiency savings in order to reduce the net effect of the NRF grant fallout to £230k for both schemes.

Community Language Teachers £-123k

The service ceased from August 2007 so the budget has been removed in 2008-09.

SEN and Hospital Recoupment £-162k

The budget for Leeds pupils educated outside Leeds in other local authorities and hospitals has reduced by £-54k due to reduced pupil numbers. A further £-108k income has been assumed for charges made to other local authorities for the education their pupils in Leeds due to an estimated increase in pupil numbers.

Schools in financial difficulty £-100k

The central provision for schools in financial difficulty has been reduced following the trend in 2007-08 of a lower level of claims from schools.

3.6 LEA Budget

Original Estimate 2007/08	£34,751k
Original Estimate 2008/09	£38,513k
Increase	£3,762k

Education services funded outside of the DSG have increased by £3,762k and the main variances are described below.

Pay and price increases £1,108k

The same inflationary increases as those used in the Central Schools Budget have been assumed (see 3.5 above).

Voluntary Early Retirements (VERs) £-58k

Provision of £110k has been included for the ongoing pension costs of new VERs in schools and £84k for the increased costs linked to the RPI (3.9%). This has been offset by reducing the overall requirement for new school VERs in 2008/09 by £-200k and by £-52k for ongoing pension costs and new VERs within Education Leeds.

Miscellaneous Properties £20k

Additional provision has been included for the property rental costs for storage of school records.

Learning Environments Team £21k

The full year effect of the loss of standard funds income previously supporting the management of the Building Schools for the Future (BSF) programme amounts to £21k

School Organisation and Performance Management £106k

Provision of 25k has been included within the School Organisation team for a joint-funded post (with Early Years). Provision of £60k has been made for additional research capacity, £6k for the Charter Mark award and £15k for loss of income within the Performance Management team.

Information Technology and Management £89k

Additional capacity amounting to £52k for data management and £46k for IT contract monitoring of the BSF/PFI schemes, removal of £40k income from schools for Freedom of Information requests (not achieved in 2007/08) and £19k additional costs of the printer managed service in Merrion House are partially offset by reduced leasing costs of £-18k and the utilisation of £-50k grant funding.

SEN Statutory Assessment, Monitoring and Development £53k

The team has been restructured resulting in increased costs of £53k.

Home to School and College Transport £-144k

The budget has been increased by £250k for the effect of more transport days, £101k for increased numbers of pupils qualifying for school cards and £78k for the impact of job evaluation for drivers and escorts. The budget has been reduced by £-573k for lower taxi costs for pupils with statements of educational need.

School Improvement £168k

Provision of £134k has been made for two Primary adviser posts to provide additional capacity for the Primary school improvement partners scheme and £34k for an Early Years adviser (partly funded by Sure Start grant).

Job Evaluation £76k

Provision of £76k has been made for the estimated effect of job evaluation on staffing budgets.

Partner Contributions £35k

The contribution made to the Safeguarding Board for Child Protection has increased by £9k above inflation and that to the Youth Offending Team by £26k.

Former Children's Services Grant £578k

The Children's Services Grant ceases from 31/03/08 and has been incorporated into the Council's Formula Grant. The Education Budget received £578k from this grant and from 2008/09 this income has been removed.

Education Leeds Investment Income £82k

A review of the cash flow position for Education Leeds has resulted in a change in the contracts payment profile with the Council. This reduces the investment income able to be generated which is partly offset by a reduction in the corporation tax liability.

Recharges for Support Services £-118k

Costs of corporate support provided by the Council have increased by £106k for Education Leeds (mainly due to revised allocation methodologies) and reduced on the Education Client budget by £-224k (mainly due to a reduction in the charge for Audit and Risk).

Staffing and grant efficiencies £-533k

Staffing efficiencies have been made in the following areas within Education Leeds:

£-40k backfilling arrangements for secondment in Finance, £-40k deletion of team leader post in Performance Management, £-10k deletion of temporary post in Learning Environments, £-20k deferred filling of deputy chief executive post, £-125k for secondments to Children's Services, £-50k Music staffing, £-121k deletion of strategic manager posts in School Improvement and Integrated Children's Services, £-48k deletion of post in Outdoor Pursuits team, £-44k further utilisation of grant to fund posts within the Ethnic Minority Achievement team and £-35k utilisation of grant to fund the Leeds Inclusive Learning Strategy Programme Manager.

Other Efficiencies and cost trends £-490k

Various efficiencies have been assumed in calculating the 2008/09 budget. Redeployment grants to schools are to cease saving £-80k, Human Resources are to trade 50% of the occupational health contracts with schools and also inductions for head teachers and newly qualified teachers (from September 2008) generating additional income of £-163k. Reduced legal costs amount to £-100k and postage costs to £-32k due to lower usage and £-40k results from the change in Education Leeds' VAT status. Equalities projects are to be funded from the retained School Development Grant £-75k.

Education Leeds Operating Surplus

The level of the operating surplus used to support the 2008/09 budget has remained at the same level of £-1,090k.

School Clothing Support £-21k

Savings of £-21k on Pupil Support are anticipated reflecting trends on school clothing costs.

Financial Reporting Standard 17 – Retirement Benefits £536k

The authority is required to comply fully with Financial Reporting Standard (FRS) 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase the net cost of service by £536k. There is no impact on Council Tax levels as the effect of the FRS17 adjustment is reversed by a contribution to the Pensions Reserve.

PFI/BSF Scheme and development costs £1,861k

The net increase of £1,727k in PFI scheme costs mainly relates to the full year implications of the combined secondary scheme. The development costs for BSF have increased by £473k and those for PFI have reduced by £-339k. These PFI and BSF costs are initially funded through a sinking fund and recovered through a combination of contributions from the ISB (the PFI factor within the Schools Funding formula) and the LEA budget and capitalisation.

1.1 Variations in charges for capital £344k

Capital charges have increased by £344k mainly due to changes in the funding of deferred charges.

3.8 Efficiency savings

Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable gains represent the potential to release savings in cash for other areas of spend; non-cashable efficiencies relate to improved outputs or enhanced service quality for the same expenditure, efficiencies that achieve reductions in fees and charges to the public, and improvements to productive time (unless fewer staff are needed as a result). In terms of this, the following savings have been identified.

	Nature of cashable saving	Total £k
1	Staffing efficiencies	329
2	Redeployment grants	80
3	VAT reduction	40
4	Legal costs	100
5	Postage	32
6	Equalities projects	75
7	Corporation Tax	66
8	SEN Taxis (daily rate reduction)	319
		1,041

2 Risk Assessment

In determining the Education budget, consideration has been given to all the risks and these are managed within the overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2008/09 budget are as follows:
Job Evaluation, pay awards, hosting arrangements and area based grants.



Main responsibilities:

DCS unit

- The Children's Services Unit supports the Director of Children's Services to deliver the national Every Child Matters agenda in Leeds.
- The Unit is an integral part of Children Leeds, the local children's trust arrangements. These arrangements ensure that all services including health, education, early years and social care work together to improve outcomes for children and young people across Leeds.
- The five key outcomes of Every Child Matters are;
 - Be healthy
 - Stay Safe
 - Enjoy and Achieve
 - Making a Positive Contribution
 - Economic Well-being

Youth Services

- To provide, in partnership with voluntary youth organisations, a range of youth work programmes and initiatives across the City designed to contribute to young people's social inclusion, personal development and lifelong learning.
- To provide a universal range of youth work opportunities for a priority age range of 13 to 19 and to offer additional targeted provision for young people according to particular needs presented.
- To engage young people in all aspects of shaping, delivering and evaluating services.
- To provide a balanced curriculum reflecting the five outcomes of every child matters.
- To play a pivotal role within the wider context of youth support services.

Early Years

- To provide high quality early education and childcare across 49 Children's Centres by Summer 2008. In addition, develop a further 9 Children's Centres as part of phase 3 of the programme. Approximately, 2,033 pre-school places and 32 out of school places are available. The service gives priority to children in need and to parents entering training and employment.
- The service has a statutory duty to secure sufficient childcare for working parents and those undertaking training to assist them to obtain work.
- To promote high quality, integrated services through the development of children centres in each of the wards of social disadvantage.
- To promote training, advice, support and development work on early education and childcare across all sectors as part of the statutory Early Years Outcomes Duty.
- A duty to provide information, advice and assistance to parents and prospective parents.



- To develop preventative services for children and young people aged 0-19 and their families through integration with Leeds Children Fund
- Vine transferred to Early Years during 2007/08. This service provides educational programmes for young people and adults with high support needs.
- A duty to provide information, advice and training to childcare providers and prospective childcare providers.

Children and Young People Social Care

For children and their families Children & Young People's Social Care supports the most vulnerable young people in our city – those in need, disabled, requiring protection, in trouble with the law, need to be cared for away from home, who are leaving care, or are homeless. C&YPSC has five strategic themes :-

- Keeping children living in the community wherever possible.
- Improving the quality of services provided (assessment, planning, decision-making and reviewing).
- Working within effective partnerships.
- Achieving true participation of children and families.
- Providing safe, supportive and stable placements.

In addition to these strategic themes, C&YPSC has fourteen priority areas, of which the majority are directly related to the Performance Assessment Framework.

Budget highlights 2007/08:

Youth Service

The 2008/09 budget supports the establishment of the Integrated Youth Support Service from April 2008 which is in pursuance of the statutory duties which are set out in Section 6 of the 2006 Education and Inspections Act.

The £1m programme of Positive Activities for Young People will continue and will be expanded through the £372k of additional investment to include the provision of activities during term-time as well as school holidays. The Youth Service budget also includes aspects of support for Breeze and out of school activities which operate on a multi-agency basis.

The Youth Service will continue to work with young people throughout the City to develop and implement proposals utilising the Youth Opportunity Fund (£496k) and Youth Capital Fund (£429k) resources. In respect of the Youth Capital Fund, applications come from young people and decisions are made by a panel consisting of members of Leeds Youth Council and of Reach Out and Reconnect (ROAR).

Connexions is the Government's support service for all young people aged 13 to 19 in England. It also provides support up to the age of 25 for young people who have learning difficulties or disabilities (or both). Through multi-agency working, Connexions provides information, advice, guidance and access to personal development opportunities for young people. It aims to remove barriers to learning and progression, and ensure young people make a smooth transition to adulthood and working life. From April 2008, these responsibilities transfer to local authorities who, working under children's trust arrangements, will be given responsibility and accountability to plan and commission integrated youth support services. In Leeds, the impact of this is that in 2008/09, the City Council will receive £6.98m of funding from Government as part of



the new Area Based Grant. The new arrangements will be managed through the Integrated Youth Support Service (IYSS).

Early Years

The budget strategy for 2008/09 continues the development and expansion of the Children Centre programme with a total of 49 centres scheduled to be open by summer 2008. Government grants totalling £3.6m have been allocated toward capital investments in Early Years and Childcare provision. This will take the number of centres managed by the service to 57. The ring-fenced Sure Start, Early Years & Childcare Grant allocation of £17.5m will be used to support the delivery of government targets and statutory functions in the Childcare Act 2006 and the Education and Inspections Act 2006

In addition, the service will receive £4.4m of grant income to continue the work around increasing the nursery provision flexibility for 3 and 4 year olds and also £0.77m as part of the pilot to support extending nursery education to 2 year-olds.

In 2008/09, the service will continue to implement the recommendations from the Best Value Review and also restructure the Nursery Fee Framework, recognising the development and availability of Working Tax Credit

Children and Young People Social Care

The budget strategy for 2008/09 supports the investment of almost £5m of resources into Social Care services. This investment recognises the increasing numbers of Looked After Children and the need to invest in staffing, fees to carers and residential placements.

The budget supports an investment of £1.2m into the in-house Fostering Service of which £800k is to enable the implementation of Payment For Skills, which is a new approach that introduces a progressive framework of tasks, skills and competencies for Foster Carers, and links the level of skill of foster care to the fee paid to the carer.

In respect of Children with Disabilities, the Government has recently announced plans to increase funding for short-breaks provision, with Leeds set to receive revenue funding of £60k in 2008/09, £644k in 2009/10 and £2,077k in 2010/11. In addition, the Council will receive capital resources of £322k in 2009/10 and £750k in 2010/11.

Children's Services Partnership

The cost of transporting children and young people around the City is estimated at around £8m per year. The Children's Services Leadership Team has commissioned a review of transport policies and arrangements across the Children's Partnership and efficiencies of £150k (around 2% of spend) have been identified in the budget.

The Children's Services Leadership Team and the Integrated Strategic Commissioning Board have set in place 'hosting' arrangements across the partnership where lead organisations will oversee and commission integrated resources on behalf of the partnership. The budget for 2008/09 includes an example of this with £100k of efficiencies identified around how performance and communication arrangements are managed across the partnership.

The continuous realignment of resources with a concentration towards the targeted priorities contained in the Children and Young People's Plan is a key aim across Children's Services. The budget for 2008/09 recognises this longer-term drive with efficiencies of £250k identified to be delivered from a review of the resources employed within localities and also the exploitation of opportunities for efficiencies through closer integration of service provision.



Main responsibilities:

School Based Education

- Secure health, happiness, safety, success and high achievement for all children and young people.
- Raise outcomes, achievements and standards.
- Improve attendance and behaviour.
- Develop the potential of all staff.

Other Education Services

- Ensure the highest standard of education for children in Leeds, building on school improvement strategies within an inclusive environment.
- Enhance the capacity of schools by realising the potential of innovative governance arrangements and improving the quality of governance, leadership, management, teaching and learning so that schools become self-managing and autonomous.
- Ensure that Education Leeds makes effective use of all available resources and offers support to schools through the provision or procurement of high quality services.
- Work in partnership to remove educational, social, cultural and economic barriers to learning and to inclusive communities and ensure schools become community centres of learning.
- Develop models of school organisation and provision which make effective use of resources, promote school improvement through partnership, provide access, and have innovative and collaborative learning pathways for pupils.

Budget Highlights 2008/09:

DSG Funded Services

- The anticipated 2008/09 Dedicated Schools Grant (DSG) for Leeds represents an increase of 3.1% and is lower than the 4.1% national average increase due to demography (where pupil numbers are decreasing faster than the national average). The final DSG for 2008/09 will be based on pupil numbers taken from the January pupil count prior to the new financial year. It is proposed to split the anticipated £11.9m increase in DSG allocation with £10.0m for the ISB and £1.3m for the Central Schools Budget and £0.6m to private, voluntary & independent early years providers.
- The 'Minimum Funding Guarantee' (MFG) remains in place for 2008/09 and the following two years to ensure that all schools receive an increase in funding on the majority of their formula funding. The minimum per pupil funding guarantee has been set at 2.1 % for the next three years.



Children's Services Education Services



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- Within the 2008/09 MFG increase of £4.1m, the Individual Schools Budget includes provision towards the cost of 2.45% for teachers' pay award from September 2008 and 2.0% for officers' pay award, 0.8% for officers' superannuation increases, general prices increases of 2 - 3% and energy inflation estimated at 3.5%. These inflationary pressures exceed the MFG increase by £1.4m and this difference is to be funded outside the MFG increase.
 - A number of other pressures are to be funded outside the MFG. Job evaluation is anticipated to result in increased pay costs in 2008/09, estimated at £0.9m, excluding the impact on school meals. School meals costs will rise by £1.7m due to a number of factors including equal pay and this increase will be partly met by the new School Lunch Grant, £1.1m. Funding that is allocated through Funding for Inclusion (FFI) is set to increase by £0.7m. Additional contributions of £0.6m are to be made to the Private Finance Initiative (PFI) sinking funds. £0.1m is required to reflect NNDR inflationary pressures and the impact of school revaluations. It is currently anticipated that there will be £1.6m of further budget growth for the ISB in 2008/09, which may be used to provide additional funding for personalisation, subject to consultation with schools and Schools Forum.
 - The LSC funding increase of £1.0m is in line with the MFG increase, adjusted for pupil numbers, and will be passed on directly to schools.
 - In 2008/09, each school will receive the same amount of School Development Grant funding per pupil as it received in 2006/07. Overall the grant will increase by 2.1% per pupil and distribution of the headroom will be subject to consultation with Schools Forum. Schools Standards Grant rates per pupil increase by 2.1% per pupil per year for the next 3 years.
 - The most significant increases within the Central Schools Budget include £0.5m for pay and price increases, £0.6m net of income for the Key Stage 3 Behaviour facility at Beckett Park, the net impact of NRF grant fallout, £0.2m, and £0.2m provision for additional home tuition costs arising from the delivery of statutory hours of education.

LEA Funded Services

- The LEA Budget has increased by £3.7m. A number of budgetary pressures, trends and service developments have been addressed, including £1.1m for pay and prices. The Children's Services Grant ceases at the end of 2007/08 and will be incorporated into the Council's Formula Grant. The Education Budget received £0.6m from this grant and from 2008/09 this income has been removed. Staffing and grant efficiencies of £0.5m have been included. Various other efficiencies and cost reductions have been anticipated, totalling £0.5m. It has been assumed that £1.1m of Education Leeds' operating surplus will be used to support the 2008/09 budget.
- Capital charges have increased by £0.4m due to changes in the funding of deferred charges.
- The net increase of £1.9m on PFI/BSF Scheme and development costs mainly relate to the full year implications of the combined secondary scheme. These costs are initially funded through a sinking fund and recovered through a combination of contributions from the ISB and LEA budget with some capitalisation.
- The authority is required to comply fully with the Financial Reporting Standard (FRS) 17 – Retirement Benefits. Consequently the pension costs shown in service accounts have to be adjusted to reflect the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase the net cost of service by £0.5m. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution to the Pensions Reserve.

CHILDRENS SERVICES : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Dsg Funded Services			
Individual School Budget	347,920	349,703	358,586
School Specific Contingency	2,675	893	2,540
Schools Forum	13	13	14
School Library Services	281	281	296
Recoupment	-158	-158	-325
Other Staff Costs	2,237	2,237	2,424
Subscriptions & Licences	433	433	451
Use Of Premises	144	144	142
Learning Pathways	1,500	1,500	1,530
Prudential Borrowing Costs	554	554	546
Behaviour Partnerships (Amb)	1,260	1,260	1,285
Standards Fund & Other Grants (Schools)	-9,409	-11,295	-9,140
Education Contract - Dsg Funded	26,487	28,373	27,664
Free School Meals Eligibility	239	239	244
Dsg Income	-374,177	-374,177	-386,255
Net Cost Of Service	0	0	0
Lea Funded Services			
Premature Retirements & Oher Staff Costs	5,731	5,731	6,325
Theatre & Music Centre Services	-50	-80	-64
Adult & Community Learning	539	539	536
Standards Fund & Other Grants (Lea)	-2,986	-3,527	-3,468
Asset Management (Incl Pfi & Bsf)	-306	-306	1,578
Education Client Support Services	247	247	24
Asset Rentals	24,921	24,930	25,659
Pupil Support	612	612	591
Education Contract - Lea Funded	32,185	32,137	33,820
Residual Buildings	160	160	158
Net Cost Of Service	61,053	60,445	65,159
Early Years Services			
Early Years Services	12,296	12,299	12,318
Net Cost Of Service	12,296	12,299	12,318
Youth Service			
Youth Services	9,915	9,856	10,333
Net Cost Of Service	9,915	9,856	10,333
Vine			
Vine	197	197	272
Net Cost Of Service	197	197	272
Dcs Unit			
Dcs Unit	1,733	2,248	1,878
Net Cost Of Service	1,733	2,248	1,878
Children - Commissioning & Social Work			
Commissioning And Social Work (Children)	18,904	19,702	23,654
Net Cost Of Service	18,904	19,702	23,654
Children Looked After			
Children - Homes	11,729	12,830	11,654
Secure Accommodation (Welfare)	553	553	578
Fostering Services	17,054	16,219	19,780
Other Children Looked After Services	485	625	869
Net Cost Of Service	29,821	30,227	32,882
Family Support Services			

CHILDRENS SERVICES : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Childrens Direct Payments	363	363	437
Services For Under 8s	59	59	60
Childrens Home Care	912	912	577
Equipment And Adaptations (Children)	431	531	448
Other Family Support Services	3,848	3,885	4,108
Net Cost Of Service	5,613	5,749	5,631
Youth Justice			
Secure Accommodation (Justice)	331	331	499
Youth Offending Teams	2,719	2,772	2,932
Other Youth Justice Services	194	141	609
Net Cost Of Service	3,245	3,245	4,040
Other Childrens And Families Services			
Adoption Services	1,692	2,114	2,335
Leaving Care Services	2,233	2,470	2,690
Other Childrens And Families Services	81	81	199
Unaccompanied Asylum Seeking Children	61	61	143
Net Cost Of Service	4,066	4,725	5,368
Appropriation			
Transfer To/From Reserves	-412	-412	-3,685
Net Cost Of Service	-412	-412	-3,685
Net Revenue Charge	146,432	148,279	157,849

CHILDRENS SERVICES : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	58,363	414,328	65,315
Pension Costs	8,980	9,114	10,383
Other Employee Related Costs	152	3,303	188
Training & Development	32,869	6,105	33,170
	100,363	432,850	109,055
Premises			
Buildings Maintenance	444	6,847	399
Grounds Maintenance	82	963	110
Rent & Nndr	1,199	7,012	1,255
Building Security	94	701	92
Cleaning & Refuse Collection	872	5,830	986
Utilities	601	8,200	509
Accomodation Recharges	1,389	1,389	754
Premises Related Insurance	1,135	5,021	90
	5,817	35,964	4,194
Supplies & Services			
Miscellaneous	969	19,301	1,167
Materials & Equipment	2,070	29,682	1,630
Stationery & Postage	325	685	332
It/Telecommunications	819	1,924	1,075
Insurance	2,512	3,242	2,831
Events & Projects	96	125	107
Professional Fees	4,812	9,576	9,149
Grants & Contributions	4,545	4,848	12,141
Waste Disposal	0	-2	0
Allowances	122	122	154
Security Services	3	20	20
Other Hired & Contracted Services	145,307	158,087	107,378
Pfi Costs	32	8,932	168
	161,612	236,543	136,151
Transport			
Vehicles & Plant Related Expenditure	159	635	191
Travel Allowances	1,236	1,551	1,253
School Transport	115	505	122
Transport Related Insurance	2	4	4
	1,513	2,695	1,571
Internal Charges			
Central Financial Services	835	1,828	1,602
Legal Services	1,871	1,945	2,457
Departmental Reallocations	18,990	18,993	20,090
Central Human Resources	176	176	508
Central It	315	315	2,529
Property Management Services	171	174	99
Charges From Other Departments	5,341	7,307	5,722
Equal Opportunities	1	1	56
Distributed Grants	2,935	40,168	66,622
Transportation	1,042	1,042	1,817
	31,677	71,950	101,502
Agency Payments			
Outside Placements	5,007	6,247	5,961
Payments To External Organisations	2,129	2,129	2,175
Fees To Carers	18,837	18,396	21,374
	25,973	26,773	29,510
Appropriations			
Transfer To/From Reserves	-568	-568	-2,225
Transfer To/From Earmarked Reserves	156	156	-1,460
	-412	-412	-3,685

CHILDRENS SERVICES : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Transfer Payments			
Mandatory Education Awards	0	0	0
Pupils & Students - Other Awards	13	13	0
School Clothing Vouchers	544	544	521
School Budget Share	347,920	-44,740	358,586
Allowances For Children	77	77	78
Direct Payments	360	360	402
Transfer Of Surplus To Reserve Fund	137	137	151
	349,051	-43,609	359,738
Capital			
Capital Financing Charge	27,786	27,786	28,163
Schools Contingency	2,675	15,866	2,540
	30,461	43,652	30,703
Total Expenditure	706,055	806,407	768,738
Internal Income			
Income From Othe Departments	-14,367	-16,240	-16,204
Departmental Reallocations - Income	-5,940	-5,971	-8,228
Corporate & Democratic Core Income	-20	-20	-152
Redistribution Of Grants Income	-52,381	-56,992	-2,046
	-72,708	-79,222	-26,630
Income - Grants			
Government Grants	-471,835	-533,012	-567,752
	-471,835	-533,012	-567,752
Income - Charges			
Sale Of Goods & Services	-3,894	-11,592	-4,670
Fees & Charges	-4,102	-5,682	-4,586
Education Leads Income	-455	-2,075	-564
Contributions	-3,678	-7,291	-4,861
Other Income	-1,933	-18,038	-816
Rents	-987	-1,183	-966
	-15,049	-45,861	-16,464
Income - Other			
Interest/Dividends	-33	-33	-42
	-33	-33	-42
Total Income	-559,624	-658,127	-610,889
Net Revenue Charge	146,432	148,279	157,849

Environment and Neighbourhoods

LEEDS CITY COUNCIL

2008/09 BUDGET REPORT

Directorate: ENVIRONMENT AND NEIGHBOURHOODS

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the directorate's budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in the following table. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Service Context

- 2.1 The approved Integrated Waste Strategy for Leeds will require significant investment by the Council over the forthcoming years, if objectives are to be met. The strategy incorporates the diversion of waste from landfill in the short to medium term (2007/08 to 2013/14) by the implementation of service developments designed to increase recycling and composting to more than 50% by 2020, and in the longer term, the utilisation of a residual waste technical solution to commence 2014.
- 2.2 In August 2007 the Council was informed of the Government's intention to address the backlog of unresolved asylum cases by July 2011. The implication of this target is that the Council will need to make available appropriate accommodation to meet the requirements of this proposal.
- 2.3 The Leeds Housing Decency Programme will come to an end in 2010/11, with programmed investment declining year on year to this point. This reduction will have financial implications for those General Fund services that are reliant on work to support the programme.
- 2.4 In November 2007 Executive Board approved proposed changes to Area Committee responsibilities and working arrangements with a view to increasing the scope for services to be delivered at a local level.
- 2.5 A fundamental review of Jobs and Skills has been undertaken in order to reposition the service to respond to a changing national agenda for worklessness, and support the Council's own strategic objectives in this area. The change is intended to move the service away from being reliant on external funding to being a more prominent and effective provider of services, working with strategic partners to a defined agenda.

- 2.6 From 2008/09 the Department of Communities and Local Government has terminated the Neighbourhood Renewal Fund (NRF), a targeted area based grant available to local authority areas based on District ranking on the Index of Deprivation. Leeds was allocated £14.9m in 2007/08. NRF has been replaced by a new grant, the Working Neighbourhoods Fund (WNF), designed to improve employment and enterprise in disadvantaged neighbourhoods.
- 2.7 Leeds, by a narrow margin is not eligible for funding under the qualifying criteria. The Council will receive transitional funding to manage its exit from NRF of £8.9m in 2008/09 and £3.5m in 2009/10. The work programme is being reviewed to manage the reduction in funding so as to minimise its impact and sustain improvements gained to date that are required to achieve the delivery of our strategic priorities.

3 Summary of the Revenue Budget

Actual 2006/07		Original Estimate (OE) 07/08	Latest Estimate (LE) 07/08	Variation OE to LE 07/08		Original Estimate (OE) 08/09	Variation OE 07/08 to OE 08/09	
				£000	%		£000	%
£000		£000	£000	£000	%	£000	£000	%
370,381	Gross Expenditure	353,336	361,893	8,557	2	353,760	423	0
253,944 Cr	Income	233,354 Cr	240,562 Cr	7,208 Cr	3	236,674 Cr	3,320 Cr	1
116,437	Net Expenditure	119,982	121,331	1,349	1	117,086	2,897 Cr	2 Cr
35,569 Cr	Charges to other directorates	36,293 Cr	34,281 Cr	2,012	6	30,438 Cr	5,855	16
80,868	Net Cost of Service	83,689	87,050	3,361	4	86,648	2,958	3

4 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 (£2,708k)

- 4.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

£000		
Net Cost of Service – Original Estimate 2007/08		83,689
Transfer to/from Revenue Support Grant		827 Dr
Adjusted Base		84,516
Changes in prices		3,346 Dr
Service budget changes		
• Other factors not affecting the level of service		4,314 Cr
• Changes in service levels		3,745 Dr
• Efficiency savings (cashable)		1,529 Cr
		2,098 Cr
Technical adjustments		361 Cr
Variations in charges for capital		1,245 Dr

4.2 Changes in prices

4.2.1 The impact of the budgeted pay award together with an increase in the employer's superannuation contribution will result in an increase of £1,624k. Other price variations of £890k reflect known fuel and waste site gate fee increases. A further £8 per tonne increase in Landfill Tax based on projected tonnages will cost £1,773k.

4.2.2 In total increases in income of £941k reflect a 5% price increase, and in respect of car parking, this increase will be implemented following a review of price and tariff bandings for both on street and off street parking.

Provision has been made for a 2% increase on grants to voluntary organisations.

4.3 Service Budget Changes

4.3.1 Income from the mandatory licensing of high risk houses in multiple occupation (HMOs) has been less than anticipated, and in order to reflect this level of demand, running costs now reflect the reduced level of activity (£309k).

4.3.2 The contract for operating a regional asylum facility at Hillside has been adjusted by £68k, and also the impact of asylum case resolution which will reduce income down by £210k.

4.3.3 In respect of Homelessness accommodation and the Sheltered Warden service, it is intended to review the process to increase the recovery level of eligible income (£150k).

4.3.4 In October 2007 responsibility for management of the Hollies and Pennington hostels transferred to the private sector with relevant staff being subject to TUPE. Residual costs associated with these facilities are partially offset by the reconfiguration of the night worker service at these establishments (£248k).

4.3.5 The budgeted deficit in respect of the door factory in Roseville Enterprises is expected to increase in 2008/2009 reflecting a reduction in the level of anticipated orders from the ALMOs (£232k), as the Housing Decency Programme nears completion over the next three years.

4.3.6 Additional resources (£100k) have been provided to support the development of the Joint Services Centre programme.

4.3.7 A sum of £50k has been incorporated into the budget, to match a similar amount being provided by Bradford City Council, and this resource will be used to promote regeneration and development opportunities with the Leeds-Bradford corridor.

4.3.8 In response to the repositioning of the service to meet the Council's priorities in

relation to worklessness, combined with the loss of external funding and other income reductions within the Jobs and Skills service, there have been consequential impacts in respect of expenditure on staff, premises, materials, contractor payments as well as a reduction in payments to other providers (£223k).

- 4.3.9 In line with the Waste Strategy additional resources (£1,171k) have been provided to enhance the current collection service. Although the service developments have yet to be finalised, it is intended that the Garden Waste Brown Bin Collection service is expanded to build on the success of the pilot introduced in October 2006 and introduce, where appropriate a fortnightly SORT kerbside collection. In addition further resources will be provided to support the implementation of these service enhancements including enhanced education and awareness to help and further increase participation in recycling (£365k).
The service developments are designed to increase the combined recycling and composting rate to 30% by the year end.
- 4.3.10 Disposal costs associated with recycling and reuse are projected to increase by £273k although this is offset by a 10% reduction in the amount of waste taken to landfill. This reduction in volume will result in landfill tax and gate fees savings of £540k and £377k respectively.
- 4.3.11 Through the Landfill Allowance Trading Scheme (LATS), which was introduced in 2005/2006 as a means of ensuring compliance with the European Union targets on the reduction of biodegradable waste sent to landfill, income of £597k is anticipated through the sale of surplus permits in 2008/2009.
- 4.3.12 Additional resources (£750k) have been provided to support the implementation of the Authority's Waste Strategy including the procurement of a residual waste facility.
- 4.3.13 Income which is receivable from electricity generation at the closed Gamblethorpe landfill site is projected to reduce by £135k. This is due to a reduction in the amount of electricity being generated from the site being offset by an increase in the price received from its sale.
- 4.3.14 Vehicle repair budgets within Streetscene Services have been increased by £263k in order to more accurately reflect the level of expenditure that is actually being incurred. This increase will largely be offset by the delivery of efficiencies relating to the management of the Refuse Collection fleet.
- 4.3.15 Within Streetscene Services income is budgeted to reduce by £114k largely as a result of reductions in income receivable for second collections and trade waste.
- 4.3.16 A reassessment of the overall provision for the implementation of job evaluation across all directorates of the Council, has resulted in £619k of the provision within Environment and Neighbourhoods being transferred to other directorates.
- 4.3.17 The reduction in cost in respect of the administration of Housing Benefits (£449k) is due to a combination of savings on running costs and a change in

the method of apportioning costs between Housing and Council Tax Benefits which has reduced the recharge to Housing Benefits.

- 4.3.18 In order to continue the fortnightly collection of SORT material from bin yards, £100k has been provided to maintain this service, whilst an additional £115k provides for the increased cost associated with replacing lost or damaged wheeled bins in residential properties.
- 4.3.19 Income associated with Penalty Charge Notices is projected to increase by £191k largely as result of the Government requiring Local Authorities to review and revise the current level of statutory charges.
- 4.3.20 Budgeted resources in the 2007/2008 base budget, which reflect contributions to and from the Authority's General Reserves, are no longer required (£420k).
- 4.3.21 Central Recharges have reduced by £1,001k largely reflects the realignment of support budgets to reflect the new directorates structures across the Council.
- 4.3.22 In 2008/2009 NRF and SSCF grant has reduced and this will require the Directorate to manage corresponding expenditure reductions.

4.4 Efficiency savings

Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable gains represent the potential to release savings in cash for other areas of spend; non-cashable efficiencies relate to improved outputs or enhanced service quality for the same expenditure, efficiencies that achieve reductions in fees and charges to the public, and improvements to productive time (unless fewer staff are needed as a result). In terms of this directorate the following savings have been identified.

Nature of saving	Total £k
<i>Staffing efficiencies will generated through an increase in the budgeted number of vacant posts across a range of services that include Environmental Health, Housing Needs, Regeneration and Support Services.</i>	606
<i>The continued review of the utilisation of staff and focus upon managing all areas of expenditure within Community Centres will generate efficiency savings.</i>	100
<i>Within Streetscene Services efficiencies will derive through the extent to which overtime and Agency staff are utilised to deal with service demands.</i>	100
<i>More informed utilisation of bulky collection resources will require fewer resources to be deployed to provide this service.</i>	100
<i>A fundamental review of the deployment and utilisation of the Refuse Collection fleet has identified efficiency savings particularly around the size of the reserve fleet.</i>	250

<i>Within the Street Cleansing service there will be a reduction in the level of provision set aside to cover sickness.</i>	100
<i>Within Refuse Collection, revised contract arrangements have resulted in a reduction in external hire arrangements</i>	38
<i>A detailed review of the Directorate's budget will generate efficiency savings.</i>	235

5 Prudential Borrowing

In addition to the above budget, provision of £699k has been made for the revenue implications of approved prudential borrowing schemes:

- Care Ring
- Gamblethorpe Flare Stack
- Replacement Wheeled Bins
- New Wheeled Bins – SORT and Garden
- East Leeds Household Waste Site re-development.
- Kirkstall Road Car Park
- Car Park Pay and Display Machines replacement programme

6 Technical Adjustments

The authority is required to comply fully with accounting standard FRS 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to decrease the net cost of service by £361k. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution from the Pensions Reserve.

7 Variations in charges for capital

Overall capital charges have increased by £1,245k. Depreciation charges have increased by £138k, whilst there has been an increase of £1,107k in deferred charges which reflects increased expenditure on Disabled Facilities Grant and on Housing private sector renewal schemes.

8 Risk Assessment

8.1 In determining the Environment and Neighbourhoods budget, consideration is given to all the risks and these are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared

8.2 The key risks in the 2008/09 budget for this directorate are as follows:-

(i) Income

Assumptions in respect of income receivable from Car Parking Fixed Penalty Notices (FPNs) and car parking fee income have been incorporated into the

budget. Any reduction in the number of FPNs issued and/or a reduction in usage of the Authority's car parks will have an impact upon the level of income anticipated in the budget.

Assumptions about the level of income that can be generated through the sale of LATS permits.

(ii) Efficiency Savings

As outlined in Paragraph 4.4, the Directorate's budget incorporates various savings proposals. Whilst progress against these will be subject to individual budget action plans and progress monitored by the Directorate's Strategic Leadership Team (SLT), there is a risk that identified efficiency savings are delayed or deliver lower cost savings than assumed.

(iii) Staffing

Each service staffing budget within the directorate contains assumptions in respect of vacancy factors and the number of days lost to sickness. Failure to deliver in respect of these budgeted assumptions will require the directorate to identify additional income and/or savings to be made elsewhere within Environment and Neighbourhoods.

(iv) Operational

There are a number of operational risks contained within the Environment and Neighbourhoods budget submission that could impact upon the delivery of a balanced budget. These include:

That the operational changes required to the Jobs and Skills service is delayed;

That the Asylum function is unable to procure the required level of private sector accommodation;

The level of turnover at the door factory within Roseville is less than anticipated;

Assumptions about the level of tonnage for recycling and the amount of Household Waste generated;

That the implications of the reductions in NRF and SSCF grant can be managed so that there are no cost implications for the Directorate's budget.



Environment and Neighbourhoods Community Safety



Main responsibilities :

To tackle crime, drugs and disorder and to address the fear of crime and drug misuse in Leeds, through a number of specific programmes delivered under the Safer Leeds Strategy and through supporting the Safer Leeds Partnership in its work.

Budget highlights 2008/09:

Anti-Social Behaviour Unit:

The Anti-Social Behaviour Unit are continuing, with our partners, to develop a problem-solving and early intervention approach to anti-social behaviour, taking enforcement action where required. The unit has now merged from three teams into one location; a restructure will be completed during this year to improve efficiency and effectiveness of the service, these initiatives will cost £901k after deducting a contribution from the residual Neighbourhoods Renewal Fund of £1,160k.

Police Community Support Officers (PCSOs):

The council continues to match-fund 170 PCSOs with West Yorkshire Police. These PCSOs are an integral part of the Neighbourhood Policing Teams and provide a high-visibility patrolling service in each ward. This is reflected in the 2008/09 Budget at a cost of £1,270k

Leeds Watch:

'Leeds-watch' monitors over 300 CCTV cameras across Leeds 24 hours -7 days a week to reduce crime and the fear of crime by providing reassurance to the public. It provides vital evidence to law enforcement agencies to apprehend and prosecute offenders and plays a key role in the prevention and detection of crime committed in public areas. Historically there have been three monitoring systems operating as stand alone control rooms, however there are plans to combine all three monitoring systems into one fully operational facility during 08/09 which will bring about operational improvements and be more cost effective. It also provides two mobile CCTV vans working within communities, supporting the targeted multi-agency operations using Automated Number Plate Recognition Systems (ANPR). The expansion of fixed CCTV systems is continuing to grow and now covers many of the District and Town Centres across Leeds and a dedicated city centre ANPR has been developed. The gross cost of providing both the fixed and the mobile CCTV services is £1,130k.

Burglary Reduction Unit:

The Burglary Reduction Unit commissions target hardening services to improve the security of domestic properties, particularly of repeat victims in order to reduce burglary and repeat victimisation. Other crime reduction activities include the use of property marking (Smartwater), promotion of crime reduction advice and work with partners, such as ALMOs to improve security to properties. 'Alley gating' (a ginnel gating programme) will continue in targeted locations to reduce offending. It will move beyond the pilot areas of Harehills and Headingley. A provision of £533k has been made to continue this work, which includes a provisional allocation of £323k from Local Area Agreement (LAA) funds.

Leeds Inter Agency Project (Women and Violence):

The primary aim of Leeds Inter-Agency Project is to improve services to women and children by supporting agencies to deliver the Leeds Domestic Violence Strategy. Training has been delivered to a range of service providers and Break the Silence resource packs have been distributed to schools. Four Multi Agency Risk Assessment Conferences have been established to improve protection to high risk victims and children. Work continues to improve the effectiveness of the Criminal Justice System, particularly the Domestic Violence Court. There will be a slight shift in LIAP's focus following an independent review of provision recently undertaken to meet the needs of the Leeds Domestic Violence Strategy which includes additional work with perpetrators of domestic violence and abuse. A budget of £196k has been provided to fund this service.



Environment and Neighbourhoods Community Safety



Safer Leeds Drugs Team:

The Safer Leeds Drugs Team leads on the strategic development of substance misuse delivery and its related activities to meet performance targets set nationally, regionally and locally. Key areas of focus include the Drug Intervention Programme focusing on drug misusing offenders, community treatment programmes, helping young people resist drug and alcohol use, protecting communities from drug and alcohol related anti-social and criminal behaviour, providing treatment to enable those with drug and alcohol problems to overcome them. This delivery has substantial funding streams, these are the Pooled Treatment Budget (Department of Health), Drug Interventions Programme grants (Home Office) and mainstream contributions from major partnership stakeholders. There is also the Safer Leeds Commissioning Team with responsibility for the commissioning and performance management of all services delivered through Community Safety including crime reduction services, drug treatment and all other grant funded services.

Safer Leeds Partnership Support Team:

The Safer Leeds Partnership Support Team services and supports the Safer Leeds Partnership. It is responsible for ensuring the links between city-wide and locally based work are managed and leads on communications with the public and the media on behalf of Safer Leeds. It coordinates service planning and performance management for both the Council and the Partnership and coordinates and monitors the community safety priority action plans and strategies. It coordinates the implementation of the Hate Crime Strategy and leads on the corporate Section 17 programme for the Council to mainstream community safety. The team provides support for Strategic Leads, Divisional Partnerships and coordinates both city-wide and local programmes and projects.



Environment and Neighbourhoods

Environmental Health



Main responsibilities:

We support good food safety standards in the city by the inspection of food businesses, and a wide range of interventions including the reporting of good hygiene practice through “scores on the doors” website.

We promote and support Health, Safety and Welfare at work, through inspections, investigation of accidents and education in the service sector.

We regulate premises likely to pollute the atmosphere, monitor air quality and investigate complaints about nuisance and pollution.

We provide pest control services in homes and businesses.

We enforce animal health legislation in respect of welfare of livestock at markets and during transportation.

We assist landlords, private tenants and owner-occupiers with housing issues, giving priority to meeting the needs of disabled, elderly and vulnerable people, and improving unfit and poor energy efficient housing.

We provide advice and information on environmental and nuisance problems such as noise, air pollution, rubbish, and housing disrepair.

Budget highlights 2008/09:

Resources of £250k from Licensing Section have been agreed to support the commercial licensing activities undertaken by Environmental Health.

Transitional funding for two services previously supported by NRF has been agreed for 2008/9. This includes of £200k for Out of Hours Noise Service and £100K for the Empty Property Reduction project

The division continues to support long term regeneration programmes. Over 2008-2011, a private sector capital programme of £1.8 million has been agreed to undertake decency work, group repair and facelift schemes in regeneration areas. An increased disabled facilities grant programme of circa £5.5 to £6 million has also been agreed. The division relies in part on the timely completion of this capital work as an income to revenue streams.



Environment and Neighbourhoods Environmental Services



Main responsibilities:

Streetscene Services

Streetscene services delivers key services aimed at narrowing the gap between disadvantaged and more affluent communities and works towards ensuring all neighbourhoods are clean, green and well maintained. The creation of integrated Streetscene services is critical to the achievement of these government targets and corporate priorities to improve the cleanliness of the street environment. These key services are comprised of refuse collection, street cleansing, and recycling and waste.

Refuse Collection Services provide for:

- The collection of general and recyclable household municipal waste for 325,000 properties across the city, which house a population of over 750,000 people.
- Collection of dry, recyclable material from 268,306 domestic properties
- Collection of medical waste from domestic and commercial premises across the Leeds metropolitan area

Street cleansing and ancillary services include:

- Provision of street sweeping services, both manual and mechanical, to 11,500 roads
- Emptying 250,000 gullies city wide
- Prevention and removal of fly tipping, fly posting, needles and graffiti
- Cleaning of public conveniences

The Recycling and Waste section of Streetscene Services is committed to developing alternative ways of dealing with waste generated in Leeds which will be critical to meeting ambitious government targets for increasing recycling and reducing the amount of waste going to landfill. Responsibilities include:

- The delivery of the waste strategy for Leeds which sets out the long term vision for the city in terms of waste; that is to reduce, re-use, recycle and recover value from all waste. The commitment to developing alternative ways of dealing with waste generated in Leeds is critical to meeting ambitious government targets for increasing recycling and reducing the amount of waste going to landfill.
- The provision of a recycling and waste disposal service, receiving household and municipal waste from the public and from council departments.
- The operation of two waste transfer loading stations and 11 household waste sorting sites across the city.
- The management of over 340 drop-off sites across Leeds where materials such as paper, cans and glass can be deposited for recycling.
- The management of 10 closed landfill sites at which it monitors emissions of leachate and methane

Streetscene Services is committed to working in partnership with other sections and partners to deliver the best possible services for the residents in Leeds and seeks to deliver this aim through a strong commitment to staff training and development.



Environment and Neighbourhoods Environmental Services



Key Data

- Landfilled waste to reduce by 27,000 tonnes (-10%) from the 07/08 budgeted levels
- Recycling and composted waste to rise by 18,000 tonnes (+20 %)
- Recycling and composting target to rise from 25% in 07/8 to 30% in 08/9.
- Collection of over 20m bins per annum

Budget highlights 2008/09:

In line with the Waste Strategy additional resources (£1,171k) have been provided to enhance the current collection service. Although the service developments have yet to be finalised, it is intended that the Garden Waste Brown Bin Collection service is expanded to build on the success of the pilot introduced in October 2006 and introduce, where appropriate a fortnightly SORT kerbside collection.

In addition further resources will be provided to support the implementation of these service enhancements including enhanced education and awareness to help and further increase participation in recycling (£365k).

The service developments are designed to increase the combined recycling and composting rate to 30% by the year end.

An additional sum of £750k has been provided to support the implementation of the authority's Waste Strategy and for progressing the procurement of the authority's chosen final waste solution.

An additional £115k has been provided to increase the number of replacement black and additional green bins available to residents.

Transitional funding for services previously supported by NRF has been agreed at a level which enables Streetscene services to support a wide variety of environmental initiatives, including the Intensive Neighbourhood Management programme in each area of the city.



Environment and Neighbourhoods Enforcement and Car Parking Services



Main responsibilities:

Enforcement

On 1st January 2008, the Enforcement division joined with Environmental Health to form Health and Environmental Action Services in the Environment and Neighbourhoods Directorate. The services will be joining together to deliver a more localised service with the teams being split over three geographical areas and providing a specialist support.

The work of the Enforcement division will continue to deliver key services associated with improving the local environment. Responsibilities include the enforcement activities and policies associated with :-

- litter
- fly-tipping
- commercial waste
- dog fouling
- dogs
- domestic waste
- flyposting
- placards
- overhanging vegetation
- abandoned vehicles
- A-Boards
- highway misuse and other miscellaneous offences

The service also supports agencies addressing graffiti, waste minimisation and untaxed vehicles. The division is at the forefront of the council's zero tolerance approach to environmental crime. By contributing to the Environmental Enforcement Working Group, the service will continue to take a prominent lead in co-ordinating enforcement policies and practices across the authority.

Car Parking

The service manages, develops and maintains most of the council's on-street and off-street parking, including Woodhouse Lane car park, paid surface car parks in the city centre and over 40 unpaid district car parks. Parking tickets are issued for offences, and the service administers the fine collection and appeal process. Car parks are maintained and the Division administers all of the residential permits required for permit zones.

Parking services embrace public/private partnerships for parking enforcement; use state of the art ICT to issue and track the enforcement process; identify and implement new parking areas and review parking prices. These reviews not only consider the actual cost of parking, but also policies related to specific parking sectors, e.g. evening parking, districts, etc.

Work is generated both reactively and proactively; through intelligence led initiatives and educative approaches. A high profile approach is taken including the use of notices, fixed penalty notices and prosecutions. The Police, trading-standards, environment agency are close partners with the service.

Budget highlights 2008/09:

Transitional funding for services previously supported by the Neighbourhoods Renewal Fund has been agreed for 2008/9 to allow existing resources to be maintained.

Additional funding of £50K for dealing with stray dogs.

Additional income (£20k) from the issue of fixed penalty notices on distribution of flyers.

ENVIRONMENT AND NEIGHBOURHOODS : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Community Safety			
Asb	852	852	736
Crime Reduction	202	383	365
Senior Management & Performance Team	857	682	739
Sscf Community Safety	161	161	34
Police Community Safety Officers	1,250	1,250	1,197
Cctv	849	1,024	1,047
Neighbourhood Wardens	285	251	311
Street User	13	13	0
Net Cost Of Service	4,468	4,614	4,427
Regeneration			
Regeneration Coordination	3,403	3,437	3,276
Area Management	4,358	4,858	5,352
Regeneration Projects	1,984	1,908	1,728
Regen Sscf	0	0	36
Net Cost Of Service	9,745	10,203	10,391
Housing Services			
Homeless And Advisory	5,810	6,231	6,455
Strategic Housing	609	542	547
Travellers	39	92	13
Regional Asylum Team	0	0	-147
Leeds Asylum Team	-527	-570	-406
Net Cost Of Service	5,932	6,294	6,462
Environmental Health			
Environmental Health	0	0	72
Area Based Services	3,903	4,268	3,540
Services Provided City Wide	5,502	5,610	5,804
Net Cost Of Service	9,405	9,878	9,416
General Fund Support Services			
General Fund Support Services	0	189	0
Net Cost Of Service	0	189	0
Fixed Payments To Hra			
Contract Payments	1,556	1,087	969
Net Cost Of Service	1,556	1,087	969
Roseville Enterprises			
Roseville Enterprises	318	875	674
Net Cost Of Service	318	875	674
Jobs And Skills			
Jobs And Skills	7,522	7,522	6,752
Net Cost Of Service	7,522	7,522	6,752
Housing Benefit			
Housing Benefit	2,828	2,549	2,379
Net Cost Of Service	2,828	2,549	2,379
Community Centres			
Ex Learning And Leisure	2,087	2,209	1,988
Ex Neighbourhoods And Housing	1,209	1,214	1,051
Net Cost Of Service	3,296	3,423	3,040
Safer Leeds Drugs Team			
Adult Services (Ptb)	27	-268	30

ENVIRONMENT AND NEIGHBOURHOODS : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Drug Intervention Programme (Dip)	7	303	12
Net Cost Of Service	34	34	42
Streetscene Environmental Services			
Refuse Collection Services	17,005	17,440	17,974
Waste Strategy	13,166	13,546	15,661
Street Cleansing	9,425	9,687	10,010
Public Conveniences	424	424	404
Anti Graffiti	322	322	338
Waste Operational	2,661	2,661	2,241
Net Cost Of Service	43,004	44,081	46,629
Streetscene Enforcement			
Streetscene Enforcement	1,300	1,300	1,413
Net Cost Of Service	1,300	1,300	1,413
Car Parking Services			
Car Parking Services	-5,718	-5,558	-5,946
Net Cost Of Service	-5,718	-5,558	-5,946
Appropriation			
Transfer To/From Reserves	769	269	518
Net Cost Of Service	769	269	518
Net Revenue Charge	84,458	86,760	87,166

ENVIRONMENT AND NEIGHBOURHOODS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	54,324	55,164	51,999
Pension Costs	3,251	3,359	3,302
Other Employee Related Costs	330	351	341
Training & Development	217	279	217
	58,121	59,153	55,859
Premises			
Buildings Maintenance	870	1,018	537
Grounds Maintenance	51	42	39
Rent & Ndr	5,268	5,411	5,389
Building Security	475	466	278
Cleaning & Refuse Collection	506	441	251
Utilities	1,235	1,072	813
Accommodation Recharges	3,579	3,425	3,039
Premises Related Insurance	67	67	59
	12,051	11,942	10,405
Supplies & Services			
Miscellaneous	142	166	88
Materials & Equipment	4,023	4,101	2,709
Stationery & Postage	568	714	425
It/Telecommunications	1,066	975	887
Insurance	98	100	97
Events & Projects	754	750	931
Professional Fees	3,011	3,550	3,219
Grants & Contributions	6,413	12,920	8,958
Waste Disposal	11,982	12,362	13,192
Allowances	914	943	573
Security Services	203	203	226
Other Hired & Contracted Services	8,377	9,415	7,553
Pfi Costs	0	-175	0
	37,551	46,026	38,859
Transport			
Vehicles & Plant Related Expenditure	6,407	6,678	6,992
Travel Allowances	635	614	498
Transport Related Insurance	178	180	191
	7,221	7,473	7,681
Internal Charges			
Central Financial Services	3,978	3,731	3,919
Legal Services	1,302	1,376	2,360
Departmental Reallocations	35,963	35,600	28,471
Central Human Resources	141	141	434
Central It	1,947	1,947	2,932
Property Management Services	112	112	139
Charges From Other Departments	1,156	2,009	1,957
Equal Opportunities	54	54	70
Distributed Grants	1,548	0	0
	46,201	44,970	40,282
Agency Payments			
Outside Placements	8,945	12,959	146
Services Rendered By Health Authorities	0	4,239	0
Sheltered Accommodation	2,547	2,547	2,547
	11,492	19,745	2,693
Appropriations			
Transfer To/From Reserves	769	269	882
Transfer To/From Earmarked Reserves	0	0	-188
	769	269	694

ENVIRONMENT AND NEIGHBOURHOODS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Transfer Payments			
Compensation Payments	0	82	0
Housing Benefit Payments	173,153	173,153	180,149
Transfers To/From Other Accounts	0	-8,757	8,760
	173,153	164,478	188,909
Capital			
Capital Financing Charge	7,548	7,548	8,895
	7,548	7,548	8,895
Total Expenditure	354,105	361,603	354,278
Internal Income			
Income From Othe Departments	-5,287	-4,949	-4,514
Income From Other Accounts	-290	-260	-302
Departmental Reallocations - Income	-27,814	-27,634	-24,368
Corporate & Democratic Core Income	-1,077	-1,077	-1,139
Redistribution Of Grants Income	-1,824	-360	-114
	-36,293	-34,281	-30,438
Income - Grants			
Government Grants	-194,588	-200,074	-198,763
Other Grants	-2,059	-2,451	-995
	-196,647	-202,525	-199,758
Income - Charges			
Sale Of Goods & Services	-3,585	-3,539	-2,094
Fees & Charges	-17,799	-17,783	-17,865
Education Leeds Income	-150	-150	0
Contributions	-7,170	-8,280	-8,591
Other Income	-6,599	-6,828	-7,018
Rents	-1,204	-1,204	-1,120
Almos Income	-176	-229	-205
	-36,683	-38,013	-36,892
Income - Other			
Interest/Dividends	-24	-24	-24
	-24	-24	-24
Total Income	-269,647	-274,843	-267,112
Net Revenue Charge	84,458	86,760	87,166

Adult Social Services

LEEDS CITY COUNCIL

2008/09 BUDGET REPORT

DIRECTORATE: ADULT SOCIAL CARE

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the directorate's budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in section 3 below. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Service Context

- 2.1 The 2008/09 Adult Social Care budget has been prepared within the context of some key national and local issues. Across the country there are funding pressures within adult social care services reflecting demographic increases, particularly in learning disability services, rising care costs and increased service user expectations. The government's focus on the increased personalisation of adult social care services as set out in the recent document "Putting People First" will mean significant changes in the short and medium term in the way in which services are configured and delivered.
- 2.2 In Leeds, these national issues have posed significant financial challenges for Adult Social Care. In addition there are local challenges in Leeds relating to performance, the allocation of resources across services and the low income base. Improvements are being made in delivering acceptable performance for direct payments, but more effort and investment is needed to ensure that performance levels can be maintained as the performance standards are expected to increase again in 2008/09.
- 2.3 The budget has been prepared to ensure that proposals for 2008/09 support the longer term imperatives for Adult Social Care in Leeds. Although the financial settlement for Leeds in 2008/09 is very difficult, Adult Social Care has been able to invest in some key service areas, particularly the learning disability pooled budget and direct payments. This has been achieved by identifying efficiencies within current services and reshaping services to meet future needs, whilst maintaining existing levels of service to service recipients and achieving performance targets.
- 2.4 After taking account of technical adjustments, the 2008/09 budget for Adult Social Care provides for a 6% increase compared with 2007/08, including the impact of the pay and grading review. This provides a platform to deliver future budgets that are aligned with the strategic vision for the service within the much lower percentage increases in available resources over the remaining years of the five-year financial plan.

3 Summary of the Revenue Budget

Actual		Original	Latest	Variation OE to		Original	Variation OE	
2006/07		Estimate (OE) 07/08	Estimate (LE) 07/08	LE 07/08		Estimate (OE) 08/09	07/08 to OE 08/09	
£000		£000	£000	£000	%	£000	£000	%
307,034	Gross Expenditure	310,832	314,505	3,673	1	340,406	29,574	10
144,749Cr	Income	144,197Cr	144,891Cr	694Cr	0Cr	155,408Cr	11,211Cr	8Cr
162,285	Net Cost of Service	166,635	169,614	2,979	2	184,998	18,363	11

4 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 (£18,363k)

4.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

	£000
Net Cost of Service – Original Estimate 2007/08	166,635
Transfer from specific grants to Revenue Support Grant	9,127
Adjusted Base	175,762
Changes in prices	8,952
Service budget changes	
• Other factors not affecting the level of service	-579
• Changes in service levels	5,245
• Efficiency savings (cashable)	-3,320
	1,346
Technical adjustments	-1,234
Variations in charges for capital	172
Net Cost of Service – Original Estimate 2008/09	184,998

4.2 Changes in prices

4.2.1 Provision of £2,145k has been made for a 2% pay award from April 2008, with a further £3.5m for the anticipated effect of the pay and grading review in addition to the £1.5m included within the 2007/08 budget. Price increases for 2008/09 are provided for at £4,593k. Of this, £2,971k relates to community care packages and £286k to other contracts for care services. Inflation provision of £979k has been made for the Joint Commissioning Service for People with Learning Disabilities and the remainder relates to various running expenses, although wherever possible these have been cash-limited. Provision has been made for a 2% increase on grants to voluntary organisations. Increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £1,288k. This includes £305k for income from other organisations, mainly in respect of health-funded expenditure. Provision of £601k has been made to apply a 5% increase to service user contributions and a further £266k has been included in respect of Housing Benefit and Supporting People income.

4.3 Service Budget Changes

- 4.3.1 Additional provision of £3,245k has been made for the Council's contribution to the learning disability pooled budget, which reflects increased numbers of service users and increasingly complex social care needs. Together with the contribution to the pooled budget from the Primary Care Trust, this will enable care packages to be provided for around 110 additional service users compared with the start of 2007/08, depending on the complexity of their care needs.
- 4.3.2 In line with the government's personalisation agenda, an additional £2m has been provided for direct payments. This will enable approximately 420 more service users to benefit from greater flexibility and choice in the delivery of their services by March 2009 compared with April 2007. This investment will also ensure that performance standards are at least maintained and potentially improved, depending on the extent to which the national performance standards are raised again in 2008/09.
- 4.3.3 New Supporting People investment in Adult Social Care services is projected at £3,827k. This is mainly within services for older people and includes funding for the Neighbourhood Network schemes. This investment will be facilitated by realigning spend from learning disability services. This rebalanced Supporting People investment in Adult Social Care services will help to deliver the improvements required following the Audit Commission inspection of the Leeds Supporting People programme.
- 4.3.4 The Partnerships for Older People Programme in Leeds received £4.1m of government funding over a two year period to support system change in health and social care for older people with mental health problems. Although the national funding has now come to an end, Leeds has achieved national recognition for its success. Some of the funding has been used for time-limited projects, but additional funding amounting to £264k has been included within the 2008/09 budget for those services identified during the evaluation process as worthy of extending. The Primary Care Trust has committed funding to support the NHS elements of the programme. Total spend on the programme in 2008/09, some of which is funded from carried forward grant, amounts to £962k.
- 4.3.5 The Independent Living Project for people with learning disabilities and mental health needs will see the first of its PFI-funded tenancies being let in 2008/09. When completed this scheme will provide high quality homes and facilitate a more independent lifestyle for 343 service users, an increase of 37 compared with the larger units they will replace. The net additional cost in 2008/09 is £266k.
- 4.3.6 The 2008/09 budget reflects the ongoing rebalancing of the home care service between the independent sector and direct provision, together with further efficiencies within the directly provided service. These developments and efficiencies have enabled the same level of service to be provided in 2008/09 with a reduction in expenditure of £1,422k. It is also anticipated that there will be a reduction of £700k relating to the impact of the further growth of direct payments through some current home care recipients buying their service direct.
- 4.3.7 The community care placements budget reflects the full-year effects of 2007/08 trends as greater emphasis continues to be placed on supporting people in their own homes wherever possible. Revised national criteria for fully-funded NHS care became effective from October 2007. It is anticipated that this will further reduce placement costs as the Primary Care Trust assumes greater financial responsibilities. During 2008/09 work will be undertaken to increase the number of care packages receiving financial support from the Independent Living Fund. This is a national fund to support people with intensive care

needs to remain living within the community. These factors have led to reduced budget provision for community care placements in 2008/09 of £1,324k.

- 4.3.8 The 2007/08 budget included the financial implications of the ongoing challenging programme of service improvement and business reconfiguration within Adult Social Care. Although significant progress has been made, there has been some slippage and the 2008/09 budget reflects a reassessment of what is achievable in the coming year. Given the pressures on the learning disability service outlined above, £1,060k has been included for the directly-provided service to more appropriately reflect staffing and transport requirements. Good progress is being made in redesigning the community meals service, which is now being managed on behalf of Adult Social Care by the Council's Commercial Services. A pilot 7-day hot meals service in one area of the city is currently being evaluated and subject to a satisfactory outcome will be rolled out across the whole of Leeds. This should enable resources within the home care service currently directed at meals preparation to be freed-up, but given the other changes within home care outlined above the resulting savings cannot be fully realised in 2008/09. Accordingly, additional provision of £700k has been made to allow time for the meals and home care services to respond to these changes.
- 4.3.9 Provision of £170k has also been made to support on an ongoing basis the internet suites for service users provided within day services. The 2008/09 budget provides for the continued development of the older people's day care strategy, reflecting the reducing demand for the present building-based provision and a need for more flexible and community-based services that better meet the personalisation agenda. The budget also provides for the completion of the 2001 strategy for directly provided homes for older people. This will include an ongoing review of usage of existing buildings, with a report being submitted to Executive Board on the outcome of the review.
- 4.3.10 The 2008/09 budget includes a focus on delivering efficiencies, of which staffing efficiencies amount to £946k. These will be achieved through a continued focus on improving attendance management, reducing the costs of agency staff and overtime, the timely redeployment of staff as service needs change and efficiencies within support services. A further £264k relates to efficiencies within general running expenses budgets and through improved contracting arrangements. Efficiency savings of £260k are also included in respect of staff travel, advertising and energy usage. Some specific government grants, mainly the new Reform Grant, will be utilised to fund the work of current staff engaged in delivering these reforms. This amounts to £475k and includes an element of funding held corporately.
- 4.3.11 The 2008/09 budget includes £1,372k in respect of additional income from service users. £722k reflects the ongoing impact of improved collection arrangements and variations to service user contributions through ongoing financial assessment reviews, together with increased rent income through including capital charges in the rent calculation that will be met in full through Housing Benefit for almost all service users. Benchmarking data clearly identifies Leeds as a low charging authority for Adult Social Care and a review of charging for non-residential services is underway. Provision of £400k has been made for the potential part-year effect of additional income arising from this review reflecting the need for the Council to move closer to the average for other authorities. The finalisation of the charging options will be subject to service user consultation. Provision of £250k has been made for additional contributions from mental health service users through reviewing their legal status that entitles them to free care and distinguishing clearly between care and accommodation services.

4.4 Efficiency savings

4.4.1 Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable gains represent the potential to release savings in cash for other areas of spend; non-cashable efficiencies relate to improved outputs or enhanced service quality for the same expenditure, efficiencies that achieve reductions in fees and charges to the public, and improvements to productive time (unless fewer staff are needed as a result). In terms of this directorate the following cashable savings have been identified, amounting to 1.8% of the budget.

	Nature of saving	Cashable £k
1.	Efficiency savings within operational staffing budgets, particularly in respect of agency and overtime usage, and within support services	946
2.	Ongoing transfer of some community support services from direct provision into the independent sector	1,260
3.	Efficiencies within the management of the directly provided home care service	440
4.	Contracting and general running expenses efficiencies	264
5.	Improved income collection	150
6.	Staff travel efficiencies	150
7.	Advertising efficiencies	60
8.	Energy efficiencies	50
	TOTAL	3,320

4.5 Eligibility for Services

4.5.1 The Council is required to review its line of eligibility for adult community care services annually in accordance with the government's "Fair Access to Care Services" guidance. Currently in Leeds the line of eligibility is set between moderate and substantial, so those with a substantial or critical risk to their independence have a statutory right to receive a service.

4.5.2 It is proposed that the line of eligibility remains unchanged for 2008/09 and the budget proposals set out above will ensure that the resources required are in place to support that decision.

5 Prudential Borrowing

5.1 The 2008/09 budget includes provision of £321k for the revenue implications of approved prudential borrowing schemes, mainly in respect of equipment.

6 Technical Adjustments

6.1 The authority is required to comply fully with accounting standard FRS 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase the net

cost of service by £872k. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution from the Pensions Reserve.

- 6.2 Central charges and support services costs in particular have reduced to reflect a more accurate assessment of those costs associated with children's social care that are now included within the Children's Services directorate. These adjustments amount to £2,278k.

7 Variations in charges for capital

- 7.1 Capital charges have increased by £172k, mainly due to increased depreciation charges resulting from asset revaluations.

8 Risk Assessment

- 8.1 In determining the Adult Social Care budget, consideration is given to all the risks and these are managed within the department's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2008/09 budget for this directorate are set out below.
- 8.2 One of the main ongoing areas of risk relates to front-line services of a demand-led nature. Whilst the budget is based on realistic demographic information, the nature of demand for these services can be somewhat volatile. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. In addition, the impact of the changes to the criteria for fully-funded NHS care is not yet evident, so the anticipated reduction in costs to Adult Social Care may not be fully realised. These variations could affect community care packages for adults, particularly those commissioned within the pooled budget for people with learning disabilities.
- 8.3 Further significant risks relate to the ongoing implementation of the service improvement and business reconfiguration programme and achieving in full the additional service user income included within the budget. The increase in direct payments in accordance with the personalisation agenda carries a risk in respect of directly provided services, which may be unable to reconfigure within the same timescales and so some dual running may occur for a time.



Main responsibilities:

To ensure the provision of social care support for vulnerable groups including older people and adults with mental health problems, learning disabilities or physical and sensory impairment

To take a lead role in the promotion of health and wellbeing within the city

Adult Social Care fulfils these responsibilities through:

Preventative Services

- Ensuring that appropriate services are available within the city for those with less intensive needs

Information and Contact Services

- Providing information to vulnerable adults and their carers about the range of social care support available within the city
- Receiving referrals for social care support

Assessment and Care Management

- Undertaking assessments of those who may have social care needs
- Supporting people to access self-directed support or co-ordinating a care package to meet their needs
- Managing and reviewing care packages

Self Directed Care

- Support for people to access direct payments
- Developing individual budgets to become operational for some service users in 2009/10

Support to Live at Home

- Providing or enabling people to access supported and other accommodation, including extra-care housing and housing support
- Providing equipment and adaptations
- Providing or commissioning home care and community meals services
- Providing or commissioning day support and care services

Residential and Nursing Care

- Providing or commissioning residential placements, including specialist provision for people with mental health needs and dementia
- Commissioning nursing placements, including specialist provision for people with dementia



Budget highlights 2008/09:

The Adult Social Care budget for 2008/09 has increased by £9.2m compared with the 2007/08 budget. The budget has been prepared within the context of some key national and local issues affecting Adult Social Care services. There are funding pressures nationally reflecting demographic increases, particularly in learning disability services, and the government's focus on greater personalisation of services will mean significant changes in the future in the way services are configured and delivered. Additional local challenges in Leeds relate to performance, the allocation of resources across services and the low income base.

Additional provision of £3.2m has been made for the Council's contribution to the Joint Commissioning Service for People with Learning Disabilities, which will enable services to be provided to around 110 additional service users compared with the start of 2007/08. In line with the personalisation agenda, an additional £2m has been provided for direct payments, enabling approximately 420 more service users than in April 2007 to benefit from greater flexibility and choice in the delivery of their services.

The 2008/09 budget includes £3.8m for new Supporting People investment in Adult Social Care services, facilitated by realigning spend from learning disability services. Efficiencies and changes within the home care service will enable the same level of service to be provided in 2008/09 with a reduction in expenditure of £2.1m. The community care placement budget has reduced by £1.3m as greater emphasis continues to be placed on supporting people in their own homes and the Primary Care Trust assumes greater financial responsibility for nursing care needs. Provision of £1.8m has been made to reflect revised timescales and financial implications of the ongoing major programme of service improvement and business reconfiguration. £1.4m is included for additional income from service users through improved collection arrangements, changing service user financial circumstances, increased rent income met through Housing Benefit and a review of charging for non-residential services.

Efficiency savings across the department amounting to £3.3m have been identified and included within the 2008/09 budget. The budget has reduced by £1.2m as central charges and support services costs in particular reflect a more accurate assessment of those costs associated with children's social care that are now included within the Children's Services directorate.

ADULTS SOCIAL SERVICES : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Service Strategy			
Strategic Management	208	179	324
Complaints Procedure	205	72	10
Net Cost Of Service	414	251	334
Services For Older People Aged 65 & Over			
Assessment And Care Management (Older)	9,540	9,540	13,030
Nursing Home Placements (Older)	28,946	28,946	23,005
Residential Care Home Placements (Older)	26,020	26,003	27,281
Supported And Other Accommodation (Older)	145	145	154
Direct Payments (Older)	501	501	1,281
Home Care (Older)	19,696	19,651	27,846
Day Care (Older)	8,705	8,715	9,871
Equipment And Adaptations (Older)	1,368	1,368	1,277
Meals (Older)	97	262	623
Other Older Peoples Services	2,393	2,393	2,367
Net Cost Of Service	97,411	97,523	106,734
Adults Under 65, Physical Dis & Sens Imp			
Assessment And Care Management	2,264	2,264	3,430
Nursing Home Placements	2,778	2,778	3,079
Residential Care Home Placements	1,763	1,763	2,269
Supported And Other Accommodation	138	138	237
Direct Payments	1,365	1,965	2,135
Home Care	4,128	4,128	3,362
Day Care	3,209	3,177	3,380
Equipment And Adaptations	253	253	317
Other Physical Disability Services	2,083	1,955	1,779
Net Cost Of Service	17,981	18,420	19,987
Adults Under 65 Learning Disabilities			
Assessment And Care Management	3,544	4,977	1,926
Nursing Home Placements	490	490	843
Residential Care Home Placements	15,422	16,722	18,552
Supported And Other Accommodation	5,465	5,465	496
Direct Payments	26	26	186
Home Care	1,930	1,937	8,700
Day Care	8,669	8,675	10,984
Equipment And Adaptations	77	77	98
Other Learning Disability Services	463	463	729
Net Cost Of Service	36,086	38,831	42,512
Adults Under 65 With Mental Health Needs			
Assessment And Care Management	2,663	2,663	3,020
Nursing Home Placements	2,197	2,197	2,232
Residential Care Home Placements	1,920	1,920	1,705
Supported And Other Accommodation	1,493	1,493	1,290
Home Care	735	735	1,107
Day Care	1,556	1,557	1,866
Other Mental Health Services	1,385	1,385	1,282
Net Cost Of Service	11,949	11,950	12,502
Asylum Seekers			
Asylum Seekers	0	0	10
Assessment And Care Mgmt (Asylum Seeker)	33	33	83
Net Cost Of Service	33	33	93
Other Adult Services			
Assessment And Care Mgmt (Other Adults)	203	203	275

ADULTS SOCIAL SERVICES : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Hiv/Aids	699	522	130
Substance Abuse(Addictions)	683	683	834
Other Adult Services	1,096	1,097	985
Net Cost Of Service	2,681	2,505	2,224
Other Non-Personal Social Services			
Other Non-Personal Social Services	59	59	62
Net Cost Of Service	59	59	62
Other Generic Services			
Other Generic Services	51	21	-70
Integrated Community Equipment	0	-100	0
Family Placement Adults Aged 18 To 65	-9	-9	0
Net Cost Of Service	42	-88	-70
Home Care Services			
Home Care Services	-2	2	2
Net Cost Of Service	-2	2	2
Support Services			
Support Services	-26	651	0
Net Cost Of Service	-26	651	0
Assessment And Care Management			
Assessment And Care Management (Adults)	377	260	-17
Assessment & Care Management (All Users)	-143	-501	0
Net Cost Of Service	234	-241	-17
Roseville			
Roseville	-227	-284	635
Net Cost Of Service	-227	-284	635
Appropriation			
Transfer To/From Reserves	-3,070	-3,070	-4,391
Net Cost Of Service	-3,070	-3,070	-4,391
Net Revenue Charge	163,565	166,544	180,607

ADULTS SOCIAL SERVICES : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	82,415	82,352	92,719
Pension Costs	5,167	5,149	6,086
Other Employee Related Costs	797	780	640
Training & Development	764	732	701
	89,143	89,013	100,146
Premises			
Buildings Maintenance	1,559	1,579	1,471
Grounds Maintenance	98	98	90
Rent & Nndr	926	923	906
Building Security	82	82	80
Cleaning & Refuse Collection	1,057	1,044	1,119
Utilities	1,702	1,705	1,739
Accomodation Recharges	1,563	1,563	1,496
Premises Related Insurance	80	80	26
	7,068	7,074	6,926
Supplies & Services			
Miscellaneous	568	578	587
Materials & Equipment	2,561	2,507	2,964
Stationery & Postage	551	552	600
It/Telecommunications	1,224	1,182	1,092
Insurance	345	342	93
Events & Projects	254	265	208
Professional Fees	56	703	75
Grants & Contributions	2,120	2,480	1,460
Allowances	91	92	164
Other Hired & Contracted Services	846	780	1,175
Pfi Costs	0	0	177
	8,615	9,481	8,594
Transport			
Vehicles & Plant Related Expenditure	282	275	205
Travel Allowances	1,354	1,370	1,339
School Transport	22	22	24
Transport Related Insurance	16	13	10
	1,674	1,680	1,579
Internal Charges			
Central Financial Services	2,203	2,311	2,252
Legal Services	1,834	1,822	1,581
Departmental Reallocations	51,368	51,286	63,866
Central Human Resources	869	869	839
Central It	5,315	5,315	4,528
Property Management Services	53	53	59
Charges From Other Departments	516	1,699	3,841
Equal Opportunities	153	153	116
Transportation	6,978	6,978	6,898
	69,289	70,487	83,980
Agency Payments			
Outside Placements	231	508	194
Services Rendered By Health Authorities	2	2	0
Contribution To Partnerships	36,531	37,831	42,894
Payments To External Organisations	11,451	10,808	11,078
Fees To Carers	500	500	480
Day Care	0	0	52
Home Care	12,259	12,453	7,613
Sheltered Accomodation	220	220	454
Nursing Placements	45,723	45,723	46,247
Drugs & Alcohol	599	599	599
Residential Placements	21,579	21,579	21,758
	129,096	130,223	131,369

ADULTS SOCIAL SERVICES : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Appropriations			
Transfer To/From Reserves	-3,070	-3,070	-4,729
	-3,070	-3,070	-4,729
Transfer Payments			
Contribution To Pfi Reserves	0	0	338
Direct Payments	1,826	2,426	3,518
	1,826	2,426	3,856
Capital			
Capital Financing Charge	4,122	4,122	4,295
	4,122	4,122	4,295
Total Expenditure	307,762	311,435	336,015
Internal Income			
Income From Othe Departments	-810	-1,055	-3,262
Income From Other Accounts	-641	-641	-500
Departmental Reallocations - Income	-61,894	-61,813	-74,464
Corporate & Democratic Core Income	-182	-182	-174
	-63,527	-63,690	-78,400
Income - Grants			
Government Grants	-21,120	-21,540	-15,127
	-21,120	-21,540	-15,127
Income - Charges			
Sale Of Goods & Services	-1,356	-1,356	-1,186
Fees & Charges	-207	-207	-224
Contributions	-46,481	-46,591	-48,287
Other Income	-11,386	-11,386	-12,062
Rents	-120	-120	-122
	-59,550	-59,661	-61,881
Total Income	-144,197	-144,891	-155,408
Net Revenue Charge	163,565	166,544	180,607

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Central and Corporate Functions

LEEDS CITY COUNCIL

2008/09 BUDGET REPORT

Directorate: Central and Corporate Functions

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the directorate's budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in section 3 below. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Service Context

- 2.1 Central and Corporate functions covers the services provided by the Chief Executive's and the Resources directorate's comprising both direct services for the citizens of Leeds, such as Housing Benefits, plus all the key support and trading services that provide the backbone and infrastructure for the whole Council.
- 2.2 A wide range of issues will impact in 2008/09 many of which are reflected in the proposed budget. Some of the key themes are:
 - The Council's financial strategy includes a commitment to achieve efficiencies of 10% over a 5 year period on support service functions across the Council. This will be corporately led by this directorate, and will also directly impact upon them. Each affected service is committed to realising these savings and plans and actions are in progress. Against a target of 2% in 2008/09 this budget includes a reduction of 3.1% on support service pay budgets amounting to £1.7m within the services covered by this report. Further savings on support services are identified in the reports for the other directorates.
 - Linked to the above commitment to efficiencies, all services will be required to demonstrate value for money and consider other options for provision where appropriate.
 - The Corporate Property Management function was formally established on 1st January 2008 aimed at improving and rationalising the management and use of property and facilities management across the Council.
 - Corporate ICT continue to support and develop the Council's growing ICT infrastructure and software application portfolio.
 - A key challenge is the change within schools meals provision. The Government have awarded grant of over £1m to Leeds in respect of the schools meals improvement agenda and £835k will go directly into the school meals account.

3 Summary of the Revenue Budget

Actual 2006/07		OE 2007/08	LE 2007/08	Variation OE to LE		OE 2008/09	Variation OE 2007/08 to OE 2008/09	
				£000	%		£000	%
£000	£000	£000	£000	£000	%	£000	£000	%
261,596	Gross Expenditure	281,820	283,521	1,701	0.6%	274,436	-7,384	-2.6%
-110,348	External Income	-106,688	-107,536	-848	0.8%	-87,230	19,458	-18.2%
151,248	Net expenditure	175,132	175,985	853	0.5%	187,206	12,074	6.9%
-140,960	Charges to other directorates and accounts	-166,091	-166,288	-197	0.1%	-178,608	-12,517	7.5%
10,288	Net cost of service	9,041	9,697	656	7.3%	8,598	-443	-4.9%

4 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 (-£443k)

4.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

	£000
Net Cost of Service – Original Estimate 2007/08	9,041
Transfer to/from Revenue Support Grant	(34)
Adjusted Base	9,007
Changes in prices	2,660
Service budget changes	
• Changes in service levels	259
• Other factors not affecting the level of service	(1,030)
• Efficiency savings (cashable)	(2,719)
	(3,443)
Technical adjustments	251
Variations in charges for capital	170
Net Cost of Service – Original Estimate 2008/09	8,598

4.2 Changes in prices

4.2.1 Provision of £2,803k has been made for pay awards (at 2%) and pensions costs changes.

4.2.2 Fees applied when taking Council Tax and Business Rates debtors to court have been increased by an average of 9.5% amounting to additional income of £143k.

4.3 Changes in Service levels (£259k)

- 4.3.1 A number of services have transferred from elsewhere in the Council into the Central and Corporate directorate in 2008/09:
- As part of the development of shared services, all creditor payments functions have now transferred into the new Creditors Payment Service in the Business Support Centre. The net impact is to increase gross expenditure by £1,880k.
 - The Community Meals service has transferred from Adult Social Services (£1,016k)
 - Two buildings previously in Environment and Neighbourhoods, Evolution House and Landmark House, have transferred into 'City Buildings' portfolio (£565k)

Each of the above has a neutral impact on the net cost of service as the costs are charged in full back to clients in other directorates.

- 4.3.2 As part of the Customer Services Delivery programme, Contact Leeds will deliver key improvements in service delivery such as the Golden Number and extended opening hours as well as manage the migration of the Registrars and Elections call handling to the Contact Centre. These cost pressures (£220k) will be met within existing budget. In addition the budget reflects a specific efficiency target of £100k for 2008/09 for the Contact Centre, which will be met mainly through staff savings.
- 4.3.3 Within Corporate Governance the net impact of a number of changes within democratic services, mainly additional Group Offices support and ICT for Members, amounts to £184k. In addition, provision of £75k has been made for new responsibilities transferred from the Standards Board to all Local Authorities from 1.4.08. Additional Revenue Support grant of £31k is expected as a contribution to this cost.
- 4.3.4 In support the current range of PFI/PPP schemes ongoing within the Council, the Public Private Partnership Unit (PPPU) will require additional staffing and associated running costs amounting to £1,409k which will be recharged to service clients.

4.4 Changes not affecting the level of service (-£1,030k)

- 4.4.1 Additional pay costs due to job evaluation phase 1 amount to £1,147k largely within the traded services.
- 4.4.2 In order to maintain existing service levels, unavoidable increases in various ICT contracts of £403k have been reflected in the budget. In addition following a reduction of £798k in 2007/08, Government grant towards the cost of Housing Benefit administration has reduced by a further £224k in 2008/09. In response, savings totalling £274k (£234k pay and £40k running costs) have been identified and reflected in the budget.
- 4.4.3 The surplus generated by the 'trading services' within Commercial Services has increased by £190k largely due to an improved position within the Property Maintenance function. However the financial position of Catering is supported by Government Grant ('Lunch Grant') of £835k to fund the additional costs of the school meals improvement agenda.

4.5 Efficiency savings (-£2,719k)

Following the Comprehensive Spending Review, in setting the budget the council is required to identify actions to improve efficiency and quantify the expected gains. Cashable

gains represent the potential to release savings in cash for other areas of spend and in terms of this directorate the following savings have been identified:

Nature of Saving	Cashable £000s
Support Services staffing	1,676
ICT contract savings	130
Electricity contract savings	231
Reduced running costs: Benefits service	50
Other running cost savings	49
Reduction in accommodation	127
New contract with Post Office and Pay Point	50
Review of Single Person Discount entitlements	210
Reduced spend on hospitality, travel	50
Reduction in spend on recruitment advertising	90
Elections Unit: efficiency target	56
Total Efficiencies	2,719

5 Prudential Borrowing

In addition to the above budget, provision of £472k has been made for the revenue implications of approved prudential borrowing schemes.

6 Technical Adjustments

The authority is required to comply fully with accounting standard FRS 17 – Retirement Benefits. This means that the pension costs shown in service accounts are required to be the current service cost rather than the amounts actually paid out in relation to pensions during the year. The overall impact of this adjustment year on year is to increase expenditure by £251k. There is no impact on Council Tax levels as the effect of the FRS 17 adjustment is reversed by a contribution from the Pensions Reserve.

7 Variations in charges for capital

The net impact of changes relating to capital charges is to increase expenditure by £170k.

8 Risk Assessment

8.1 In determining the 2008/09 budget, consideration is given to all the risks and these are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

8.2 The key risks in the 2008/09 budget for this directorate are as follows:

- 8.2.1 The 2008/09 budget includes significant staffing savings which will represent a challenge to fully deliver and will require careful monitoring in-year.
- 8.2.2 The loss of a major contract within Property Maintenance would compromise the forecast surpluses of the division and as a result of the impact on the ability to recover overheads, this could potentially reduce the competitiveness of other trading units.
- 8.2.3 Contact Leeds is supported by £2.8m income from the ALMO's and the Strategic Landlord function within the Housing Revenue Account. There is a potential risk that if they were to withdraw from using the service there would be an impact on the sustainability of the service.
- 8.2.4 The government have recently published (Jan 08) a consultation document relating to the level of Local Land Charge fees. The recommendation is that fees are set on a cost recovery basis, and this could potentially reduce the amount of income generated.
- 8.2.5 There has been a 3.5% fall in school meal take up in 2007/08 and the 2008/09 budget assumes that demand will remain at this level. However if numbers continued to decline, this could lead to a further budget pressure on the Catering Service.
- 8.2.6 The budget assumes number of Siebal licences will be capped at 2,500. Above this level, the contract requires increased maintenance charges.



Central and Corporate: Corporate Governance



Main responsibilities:

- The provision of a comprehensive research, coordination, and administration support service to all members of the Council. Supporting the joint leadership and the mayoralty, and coordinating major civic events.
- The facilitation and management of the formal decision making and scrutiny processes of the Council. The servicing of Council meetings, Executive Board and other committees and regulatory panels of the Council.
- The organisation of elections.
- The development, management of, and provision of advice on all matters of corporate and ethical governance.
- The maintenance, review and monitoring of the Constitution.
- The Monitoring Officer role.
- The registration of births, deaths and marriages.
- Maintenance of the Council's Local Land Charges register and co-ordination of the responses to search enquiries concerning the discharge of the Council's functions in relation to land.
- Overseeing the authority's procurement and purchasing procedures and ensuring that departments are empowered to procure works, supplies and services in the most efficient manner and in compliance with the Council's Contract Procedure Rules and with European Procurement Directives.
- Provision and the procurement of a comprehensive range of legal services to the Council, its decision-making bodies and departments. Data protection, human rights, freedom of information and the regulation of surveillance activities.
- Administration and enforcement activities associated with public entertainment, liquor, gambling and vehicle licences.

Public private partnerships (PPP) unit

- The unit offers advice, guidance, support, scrutiny and a corporate overview to the Executive Board, Corporate Management Team and the Council's PPP Co-ordination Board. The unit assists client departments to secure inward investment primarily through the government's Private Finance Initiative (PFI), to deliver long term solutions to agreed Council priorities (with contracts of up to 30 years duration).
- To provide advice, assistance and independent scrutiny to client departments and their managers on the methods required for the preparation of initial proposals, feasibility studies (including option appraisal) and the submission of formal business cases to sponsoring government departments. The unit manages the use of external legal, financial and technical advisors through framework contracts to assist in the delivery of its PFI portfolio of projects.
- To provide advice, support and independent scrutiny to client departments from project inception, through procurement, and beyond the start of service commencement or delivery. The unit also provides advice on contract monitoring, project re-financing, benchmarking and market testing, which are critical long-term aspect of such projects.



Central and Corporate: Corporate Governance



Budget highlights

- Within Corporate Governance the net impact of a number of changes within democratic services, mainly additional Group Offices support and ICT for Members, amounts to £184k. In addition, provision of £75k has been made for new responsibilities transferred from the Standards Board to all Local Authorities from 1st April 2008. Additional Revenue Support grant of £31k has been received as a contribution to this cost.
- In supporting the current range of PFI/PPP schemes ongoing within the Council, the Public Private Partnership Unit (PPPU) will require additional staffing and associated running costs amounting to £1,409k which will be recharged to service clients.



Central and Corporate: Policy, Planning and Improvement



Main responsibilities:

Executive support

- Provide procedural, strategic and policy advice to elected members and chief officers on the development and management of the Council's corporate agenda, embodied in the Council's key strategic planning documents.
- Corporate information management and governance, business intelligence and business analysis support.
- To deliver an effective performance management system, ensure service planning is embedded, be champions of cultural change and undertake business efficiency and review work.
- Co-ordinate international activity undertaken and promoted by the Council.
- Provide a comprehensive media, public relations and corporate communications service to the Council, elected members and departments.
- To influence national, regional and sub-regional policies to support Leeds' ambition of 'going up a league' and to reinforce Leeds' role as the regional capital.
- Support departments, elected members and local partnership agencies to deliver strategies that promote and enhance equality of opportunity in service delivery and community engagement.

Contact Leeds

- Lead the front line service provided through the Council's fifteen One Stop Centres, the Corporate Contact Centre (including the switchboard and the out of hours service), the Welfare Rights Unit and the Central Interpretation and Translation Unit. Contact Leeds also works to develop new ways for customers to access services; for example, by developing new joint service centres in partnership with healthcare providers, and creating public access points in libraries.
- Lead the Customer Strategy Delivery Programme. This work includes the continued development of the single corporate contact centre, e-enabling services, and examining and redesigning business processes to ensure that all Council services are accessible, consistent and convenient.

Leeds Initiative

- The Leeds Initiative is the city's partnership body made up of the private, public, voluntary and community sectors. The Initiative works to achieve the aspirations and priorities identified by the Vision for Leeds 2004 to 2020 – the city's 16-year strategy for the economic, environmental, cultural and social wellbeing of the city and its communities. The Vision provides a shared plan, to which everyone is signed up and which is now influencing the plans, strategies and investment decisions of the Council and partner organisations that will direct the city forward.



Central and Corporate: Policy, Planning and Improvement



Budget highlights

- As part of the Customer Services Delivery programme, Contact Leeds will deliver key improvements in service delivery such as the Golden Number and extended opening hours as well as manage the migration of the Registrars and Elections call handling to the Contact Centre. These cost pressures (£220k) will be met within existing budget. In addition the budget reflects a specific efficiency target of £100k for 2008/09 for the Contact Centre, which will be met mainly through staff savings.



Main responsibilities:

Audit and Risk

- Provide an independent and objective assurance on the control environment established to help the council achieve its objectives.
- Develop, promote and implement good practice in risk management and project management to help the council achieve its objectives.
- Develop integrated plans with all directorates/partner agencies and co-ordinate the council's response to an emergency.
- Develop, promote and implement good practice in business continuity planning.

Financial Development and Financial Management

- Provide overall strategic financial management of the council's finances.
- Maximise the council's financial resources within levels of acceptable risk.
- Promote efficient and effective stewardship of assets and resources.
- Ensure compliance with statutory financial obligations.

Benefits and Student Support

- Provide an integrated and inclusive benefits service that is prompt, accurate, secure and sensitive to the needs of the citizens of Leeds and other stakeholders.
- Provide accurate and timely assessments in respect of council's Fairer Charging Scheme.
- Determine the appropriate level of financial support for all higher education students in Leeds.
- Working with key partners, to promote and improve access and take-up of financially assessed services.

Leeds Revenues Services

- Maximise the collection of local taxation and other income from residents and businesses in Leeds.
- Ensure proper banking arrangements are in place.
- Provide a range of modern payment options for citizens to use.

Corporate Information and Communication Technology (ICT) Services

- Key stakeholder and contributor in the formulation and delivery of the Council's Strategic Plans.
- To maintain and develop the council's ICT infrastructure and software application portfolio to support changing business needs which enable all users to have access to the required information and systems in order to provide excellent services to the citizens of Leeds and beyond.



-
- Support, develop and implement technical solutions which underpin all council services.
 - Support 20,000 telephones, 530 council sites, over 14,000 pc's, all schools and children in Leeds and remote connections to partners, crossing Council boundaries.

Human Resources

- Ensure our workforce meets current and future needs of services and reflect the Leeds Community
- Improve levels of safety wellbeing in the workplace to ensure employees achieve and sustain high levels of performance and attendance. Help managers to properly manage attendance and significantly reduce absence
- Develop a culture of high performance and systematic learning in which employees have the right knowledge and skills
- Introduce a fair, flexible and competitive pay and reward structure that encourages employees to perform well
- Maintain effective relationships with trade unions to provide a modern working environment with excellent communication and involvement for all employees
- Support the organisation by developing a culture that recognises the role of people in promoting the values of the council

Business Support Centre

The Business Support Centre operates through a shared services approach providing a range of support services to the council and a number of external parties. Services provided are:

- Payroll Services providing a fully comprehensive end to end payroll service for all employees of the council and a number of external bodies. Ensures the council meets all contractual and statutory obligations for payroll.
- Pensions Service is responsible for pension administration for both the local government scheme and the teachers' pension scheme. Also provides interpretation and advice on pension regulations, advice to staff on pension options and on retirement options.
- Central Payments Service is responsible for payment of all of the council's bills ensuring that bills are paid at the optimum time, balancing the requirement to pay promptly with managing cash flow to the council's advantage.
- HR Administration Service is responsible for maintaining the records of all employees of the council. Also responsible for administration of the council's recruitment function and developing and advising on good recruitment processes.

Corporate Property Management

- Corporate Property Management is a new service to look after the Council's buildings and deliver the full range of property and facilities management services to support the Council's activities.
- Management of facilities related services (City Print, Reprographics and City Signs)
- Assist services and Asset Management in the development and implementation of the Corporate and Service Asset Management Plans



COMMERCIAL SERVICES:

Property Maintenance Services

- Building and specialist services to the council's Arms Length Management Organisations (ALMOs) and to council departments in relation to responsive and other property repairs.
- Service and installation function in specialist works and trades, including mechanical and engineering, lifts, asbestos, gas, flooring and major contracts. The division also provides routine internal building cleaning services for client departments and some external clients.
- Security services for client departments covering 24 hour central monitoring, 24 hour patrol and alarm response wardens, static guarding and alarm and CCTV installation.

Transport Services

- Key front line duties providing transport services for elderly day care centres, adult training centres, children in the care of the Adult Services and Childrens Services directorates, and children with statements of special education needs on behalf of Education Leeds.
- The School Crossing Patrol service provides 180 crossing sites within the Leeds boundary to ensure that pedestrians cross safely. Crossing Patrols are now legally empowered to stop traffic and to assist any pedestrians to cross, not just children.
- Vehicle Management and Maintenance services manage the provision of vehicles and plant required by the council's operational departments. This service is also responsible for the regulatory safety inspection of the fleet, together with the routine service and repair of over 1,000 vehicles. In addition, the team operates a fuel management service which provides fuelling facilities for all council departments from various sites across the city.

Catering

- In Education, the service currently provides meals to 205 primary and special schools, 18 high schools and 28 Early Years Centres.
- In 2008/09 the Community meals service, which provides a seven day hot meals service, will transfer from Adults Services to Commercial Services.
- The commercial catering operation will largely cease from 1st April 2008.

Cleaning

- Comprehensive internal building cleaning services are also provided to Education establishments across the city.

BUDGET HIGHLIGHTS

- The Council's financial strategy includes a commitment to achieve efficiencies of 10% over a 5 year period on support service functions across the Council. This will be corporately led by these services, and will also directly impact upon them. Each affected service is committed to realising



these savings and plans and actions are in progress. Against a target of 2% in 2008/09 this budget includes a reduction of 3.1% on support service pay budgets amounting to £1.7m within the services covered by this report. Further savings on support services are identified in the reports for the other directorates.

- The surplus generated by the 'trading services' within Commercial Services has increased by £190k largely due to an improved position within the Property Maintenance function. However the financial position of Catering is supported by Government Grant ('Lunch Grant') of £835k to fund the additional costs of the school meals improvement agenda.

CENTRAL & CORPORATE FUNCTIONS : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Customer Services			
Customer Services	2,232	2,232	2,305
Net Cost Of Service	2,232	2,232	2,305
Legal,Licensing And Registration			
Member Services	0	48	0
Registration-Births, Deaths & Marriages	603	603	562
Legal Services	701	381	682
Public Entertainment	388	388	561
Vehicle Licensing	197	197	0
Net Cost Of Service	1,889	1,617	1,805
Cost Of Collection			
Cost Of Collecting Non Domestic Rates	-369	-369	-410
Discretionary Rate Relief	104	104	104
Cost Of Collecting Council Tax	4,577	4,577	4,910
Council Tax Benefits And Administration	93	22	444
Net Cost Of Service	4,405	4,334	5,048
Information Technology			
Managed Service	0	0	0
Development And Support Of Applications	0	0	0
Gershon Programme	273	273	0
Leeds Learning Network	-395	-395	-310
Ict Management And Administration	0	0	0
Innovation Leeds	-102	-102	0
Net Cost Of Service	-224	-224	-310
Audit & Risk			
Audit Services	0	0	-269
Risk Management	0	0	203
Project Assurance	0	0	66
Peace And Emergency Planning Unit	622	622	665
Net Cost Of Service	622	622	665
Business Support Centre			
Payroll & Pensions	70	70	0
Net Cost Of Service	70	70	0
Student Support			
Student Support	796	796	665
Net Cost Of Service	796	796	665
Civic & Community Buildings			
Civic And Community Buildings	-403	-65	0
Net Cost Of Service	-403	-65	0
Leeds Initiative			
Leeds Initiative	626	626	604
Net Cost Of Service	626	626	604
Connexions West Yorkshire			
Connexions West Yorkshire	104	104	12
Net Cost Of Service	104	104	12
Public Private Partnership Unit			
Public Private Partnership Unit	0	0	-300
Net Cost Of Service	0	0	-300

CENTRAL & CORPORATE FUNCTIONS : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Commercial Services General Fund			
School Crossing Patrol	560	560	583
Passenger Services	-273	-266	-657
Net Cost Of Service	287	294	-74
Commercial Services Trading Services			
Property Cleaning	-175	-175	-170
Property Maintenance	-409	-409	-813
Catering	-213	87	-96
Cleaning Schools	-109	-109	-80
Transport Service	-181	-181	-473
Security Services	-30	-30	-81
Net Cost Of Service	-1,117	-817	-1,713
Support & Facilities Trading Services			
Services Agency	-71	-71	-59
Cleaning Of Civic Buildings	-173	-173	-52
Net Cost Of Service	-244	-244	-111
Appropriation - Trading Services			
Appropriation - Trading Services	1,361	1,361	412
Net Cost Of Service	1,361	1,361	412
Appropriation - General Fund Services			
Transfer To/From Reserves	-56	-56	916
Net Cost Of Service	-56	-56	916
Net Revenue Charge	10,345	10,648	9,926

CENTRAL & CORPORATE FUNCTIONS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	108,662	109,195	112,404
Pension Costs	5,505	5,610	5,747
Other Employee Related Costs	723	735	669
Training & Development	970	995	923
	115,860	116,535	119,742
Premises			
Buildings Maintenance	1,647	1,637	1,828
Grounds Maintenance	70	70	166
Rent & Nndr	6,245	6,092	6,366
Building Security	778	778	881
Cleaning & Refuse Collection	1,776	1,775	1,817
Utilities	1,826	1,826	1,754
Accomodation Recharges	6,866	6,866	6,446
Premises Related Insurance	197	172	202
	19,405	19,216	19,459
Supplies & Services			
Miscellaneous	2,687	2,687	3,072
Materials & Equipment	8,565	8,875	9,036
Stationery & Postage	3,279	3,276	3,362
It/Telecommunications	10,821	11,017	10,649
Insurance	87	87	89
Events & Projects	220	220	225
Professional Fees	2,508	2,650	2,372
Grants & Contributions	285	104	94
Waste Disposal	0	0	8
Allowances	52	53	46
Security Services	2	2	1
Other Hired & Contracted Services	5,697	6,081	5,545
	34,202	35,052	34,499
Transport			
Vehicles & Plant Related Expenditure	10,099	10,106	10,050
Travel Allowances	717	713	719
School Transport	7,682	7,682	7,562
Transport Related Insurance	204	204	212
	18,702	18,706	18,543
Internal Charges			
Central Financial Services	4,531	4,788	4,236
Legal Services	8,759	8,759	6,403
Departmental Reallocations	116,275	116,275	113,169
Central Human Resources	939	939	987
Central It	7,945	7,945	6,848
Property Management Services	82	82	83
Charges From Other Departments	2,068	2,102	892
Equal Opportunities	174	174	126
Distributed Grants	123	123	105
Transportation	250	250	250
	141,145	141,437	133,100
Agency Payments			
Outside Placements	21,854	21,854	2,864
	21,854	21,854	2,864
Appropriations			
Transfer To/From Reserves	938	938	1,379
Transfer To/From Earmarked Reserves	367	367	-51
	1,305	1,305	1,328

CENTRAL & CORPORATE FUNCTIONS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Transfer Payments			
Compensation Payments	0	0	1
Rebates	43,428	43,428	44,787
Discretionary Rate Rebates	104	104	104
Civic Allowances	77	77	77
Connexions Clients Expenses	1,277	1,277	1,217
	44,887	44,887	46,187
Capital			
Capital Financing Charge	13,871	13,871	14,037
	13,871	13,871	14,037
Total Expenditure	411,231	412,862	389,758
Internal Income			
Income From Othe Departments	-139,097	-138,945	-138,481
Income From Other Accounts	-459	-459	-485
Departmental Reallocations - Income	-120,352	-120,352	-115,367
Corporate & Democratic Core Income	-14,191	-14,824	-17,167
Redistribution Of Grants Income	-20,097	-20,097	-21,102
	-294,196	-294,676	-292,602
Income - Grants			
Government Grants	-76,874	-77,373	-56,410
	-76,874	-77,373	-56,410
Income - Charges			
Sale Of Goods & Services	-1,306	-1,306	-1,216
Fees & Charges	-4,935	-5,297	-5,473
Education Leeds Income	-10,242	-10,229	-9,845
Contributions	-47	-47	-45
Other Income	-5,355	-5,355	-5,314
Rents	0	0	0
Almos Income	-7,845	-7,845	-8,840
	-29,730	-30,079	-30,734
Income - Other			
Interest/Dividends	-86	-86	-86
	-86	-86	-86
Total Income	-400,885	-402,214	-379,832
Net Revenue Charge	10,345	10,648	9,926

Central Accounts

LEEDS CITY COUNCIL 2008/09 BUDGET REPORT

Central accounts

1 Introduction

- 1.1 This briefing note has been produced in order to inform members of the Executive Board as to the main variations and factors influencing the central accounts budget for the Original Estimate (OE) 2008/09.
- 1.2 The figures for actual spend in 2006/07 and the latest estimate (LE) for 2007/08 have been included in the following table. Variations between the OE 2007/08 and the LE 2007/08 reflect approved variations in accordance with the Budget and Policy framework.
- 1.3 The Original Estimate, as in previous years, has been prepared at outturn prices and as such there is no central provision for pay and prices.

2 Summary of the Revenue Budget

Actual 2006/07		Original Estimate (OE) 07/08	Latest Estimate (LE) 07/08	Variation OE to LE 07/08		Original Estimate (OE) 08/09	Variation OE 07/08 to OE 08/09	
				£000	%		£000	%
12,142	Strategic	31,643	28,874	-2,769	9cr	27,432	-4,211	13cr
28,937cr	Gross expenditure	24,654cr	26,284cr	-1,630	7	-12,688	11,966	49cr
16,795cr	Income	6,989	2,590	-4,399	2cr	14,744	7,755	62cr
	Debt costs							
39,948	Capital Financing	55,739	51,489	4,250cr	8cr	52,167	3,572cr	6cr
89,391cr	Capital Charges	84,968cr	84,968cr	0	0	85,110cr	142cr	0
49,443cr	Net cost of service	29,229cr	33,479cr	-4,250	8cr	32,943cr	3,714cr	6cr
	Corporate and democratic core							
16,155	Gross expenditure	16,208	16,208	0	0	17,130	922	6
1,358cr	Charges to HRA	1,332cr	1,332cr	0	0	1,423cr	-91	7
14,797	Net cost of service	14,876	14,876	0	0	15,707	831	13
	Non distributable costs							
7,350	Gross expenditure	4,713	4,713	0	0	4,746	33	1
7,350	Net cost of service	4,713	4,713	0	0	4,746	33	1
	Joint committees							
31,491	Gross expenditure	32,414	32,414	0	0	34,336	1,922	6
31,491	Net cost of service	32,414	32,414	0	0	34,336	1,922	6
12,600cr	Total net cost of service	29,763	21,114	8,649cr		36,590	6,827	

3 Explanation of variations between the Original Estimate 2007/08 and the Original Estimate 2008/09 (£6,827k)

3.1 The variation between the OE 2007/08 and the OE 2008/09 can be summarised as follows:

	£000
Net Cost of Service – Original Estimate 2007/08	29,763
Transfer to/from Revenue Support Grant	520
Adjusted Base	30,283
Changes in prices	1,890
Service budget changes	
• Fallout of grants – LABGI	10,540
• Other factors not affecting the level of service	-2,075
• Efficiency savings (cashable)	-500
	7,965
Variations in charges for capital	-3,548
Net Cost of Service – Original Estimate 2008/09	36,590

3.2 Service Budget Changes

3.2.1 Other factors not affecting the level of service

Central accounts hold a number of central income budgets. During 2007/08 the Local Area Business Growth Initiative scheme ended resulting in a loss of grant income of £10.5m. The budget for income receivable in relation to section 278 schemes has increased by £1.5m to £6.0m, reflecting the anticipated increased level of contributions receivable from external sources. The budgeted level of interest receivable on balances has increased by £1.1m.

The contingency budget held to cover spending pressures identified by directorates has increased by £400k to £4.0m.

As in previous years, the central accounts budget contains variations relating to late changes within the budgets of central departments, which it has not been practical to reflect in their recharges. When the actual charges are made in the accounts, these cost will be fully allocated to services. The variation in such charges held in this budget in comparison to the 2007/08 budget has decreased by £509k.

The Corporate and Democratic Core includes the costs associated with the Democratic Representation and Management of the Authority along with the costs of the provision of the Council's Corporate Management. For 2008/09 the Corporate and Democratic Core budget has increased by £923k. This represents an allocation of costs recharged from other directorates.

Contributions to Joint Committees have increased by £1,921k. The levy in respect of West Yorkshire Passenger Transport Authority has increased by £1,613k (5.6%) to £30,328k. Contributions to other Joint Committees have increased by £308k.

3.2.2 Efficiency savings

For 2008/09, central accounts include a budget for procurement savings of £500k Cr. This is in addition to the existing £500k Cr budget for support services efficiencies, a savings budget of £200k Cr for advertising and a £200k Cr savings budget for publications and promotions.

4 Variations in charges for capital

Service accounts are charged with an accounting cost of capital reflecting the latest valuation of assets. Within the central accounts these service charges are credited and replaced by the actual cost to the Council of its borrowings.

The budget for external capital financing costs has decreased by £5.3m. This is made up of a decrease in anticipated interest costs of £4.3m and a decrease in the Minimum Revenue Provision (the amount which the authority is statutorily required to set aside to fund debt) of £1.0m. Within the figures for capital charges, statutory charges made to the Housing Revenue Account for its capital financing costs have decreased by £1.8m, reflecting the HRA's share of the capital financing costs.

There has also been an increase in capital charges made to departments resulting in a contra entry of £143k Cr. These include depreciation to fixed assets, charges to reflect the benefit of capital expenditure which does not generate a fixed asset (e.g. IT developments), and income from any associated grants received to fund such expenditure. Surplus asset depreciation charged to non distributable costs increased by £33k to £706k.

5 Risk Assessment

- 5.1 In determining the central accounts budget, consideration is given to all the risks and these are managed within the overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.
- 5.2 The key risks in the 2008/09 budget for these accounts are as follows: The contingency budget of £4.0m is included to cover spending pressures identified by directorates amounting to £6.7m. The budget for external capital costs includes a savings target for minimum revenue provision. The achievement of this saving is dependant upon the implementation of proposed legislation before the end of March 2008.



Main responsibilities:

- Items which do not specifically relate to any of the Council's other functional headings, including the continuing costs of discontinued operations, interest earned on revenue balances and general income sources not attributable to a specific service. Also included are subscriptions to regional associations and specific grants to local organisations.
- A general contingency budget is held to meet uncertainties that are not provided for in departmental budgets.
- The Council's contribution to a number of joint committees and other bodies established to provide a range of county-wide services, including trading standards and the West Yorkshire Passenger Transport Authority.
- Credits for the accounting cost of capital of the current valuation of the assets are charged to service accounts. These accounting costs are replaced within the central accounts by the actual cost to the Council of its borrowings
- Under the Best Value Accounting Code of Practice (BVACoP), certain defined overheads are charged to a Non Distributed Costs Account. This account comprises the estimated present value of the total future costs of VER and added years pension decisions made during the year.
- Under BVACoP the costs of both Corporate Management and of Democratic Representation and Management cannot be treated as service expenditure and are accounted for centrally in a Corporate and Democratic Core account. For Leeds City Council the expenditure charged to this account includes the activities and costs which provide the infrastructure which allows services to be provided, the cost of providing information which is required for public accountability, and the cost of member activities.

Budget highlights 2008/09:

- The budget includes central contingencies. For 2008/09 the contingency fund has been set at £4.0m. Releases from contingency will be subject to authorisation in line with Financial Procedure Rules.
- During the year it is expected that up to £3.8m expenditure classified as revenue within the budget will in fact be more properly chargeable to capital schemes. The strategic budget therefore reflects this adjustment.
- The authority's contribution to joint committees for 2008/09 will be £34.3m, including a £30.3m contribution to West Yorkshire Passenger Transport Authority.

CENTRAL ACCOUNTS : SUMMARY

Service	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Strategic Accounts			
Contingencies & Provisions	3,600	918	4,000
Other Corporate Accounts	1,624	-158	8,903
Net Cost Of Service	5,224	760	12,903
Asset Management Revenue Account			
Asset Management Revenue Account	-29,229	-33,479	-32,943
Net Cost Of Service	-29,229	-33,479	-32,943
Corporate & Democratic Core			
Democratic Representation & Management	10,542	10,542	11,179
Corporate Management	5,666	6,299	5,951
Net Cost Of Service	16,208	16,841	17,130
Non-Distributable Costs			
Non Distributable Costs	4,713	4,713	4,746
Net Cost Of Service	4,713	4,713	4,746
Joint Committees And Other Bodies			
Trading Standards	1,195	1,195	1,226
Archives And Archaeology	619	619	665
Grants To Other Bodies	444	444	455
Unfunded Pensions	438	438	439
Probation	18	18	18
Flood Defence	78	78	117
West Yorkshire Passenger Transport	28,715	28,715	30,328
Coroners Service	908	908	1,086
Net Cost Of Service	32,414	32,414	34,336
Miscellaneous			
Leeds And Bradford Airport	-132	-132	0
Discontinued Services	-15	-15	-435
Contingencies & Provisions	51	51	51
Miscellaneous	529	529	803
Deptl Mgmt & Support Services	0	0	0
Net Cost Of Service	433	433	419
Appropriation			
Transfer To/From Reserves	-45,937	-46,842	-45,304
Net Cost Of Service	-45,937	-46,842	-45,304
Net Revenue Charge	-16,174	-25,160	-8,714

CENTRAL ACCOUNTS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Employees			
Direct Pay Costs	0	-5,000	0
Pension Costs	29,478	29,478	29,040
Other Employee Related Costs	327	226	327
	29,805	24,704	29,367
Premises			
Rent & Nndr	16	16	18
Accomodation Recharges	212	212	-419
	227	227	-401
Supplies & Services			
Miscellaneous	-433	-3,115	-249
Materials & Equipment	25	25	25
It/Telecommunications	0	0	0
Events & Projects	-200	-200	-200
Professional Fees	141	141	153
Grants & Contributions	3,464	377	528
Allowances	93	93	94
Other Hired & Contracted Services	0	0	-500
	3,089	-2,679	-149
Transport			
Travel Allowances	4	4	4
	4	4	4
Internal Charges			
Central Financial Services	388	388	86
Legal Services	737	737	587
Central Human Resources	343	162	112
Central It	-578	-578	244
Property Management Services	0	0	0
Equal Opportunities	425	425	261
Distributed Grants	27	27	0
	1,342	1,161	1,290
Agency Payments			
Outside Placements	33,228	33,228	35,163
	33,228	33,228	35,163
Appropriations			
Transfer To/From Reserves	-45,425	-45,425	-44,804
Transfer To/From Earmarked Reserves	-512	3,583	-500
	-45,937	-41,842	-45,304
Transfer Payments			
Land Drainage Levies	5	5	5
	5	5	5
Capital			
Capital Financing Charge	8,380	4,130	3,750
Statutory Capital Charge To Hra	-36,511	-36,511	-35,430
	-28,131	-32,381	-31,680
Total Expenditure	-6,369	-17,574	-11,707
Internal Income			
Income From Othe Departments	3	3	0
Corporate & Democratic Core Income	16,068	16,702	15,575
Redistribution Of Grants Income	-1,332	-1,332	0
	14,740	15,373	15,575
Income - Grants			
Government Grants	-13,534	-11,947	-53
	-13,534	-11,947	-53

CENTRAL ACCOUNTS : SUMMARY

Type Of Expenditure	Estimate 2007/08 £000s	Latest Estimate 2007/08 £000s	Estimate 2008/09 £000s
Income - Charges			
Fees & Charges	-115	-115	-65
Contributions	-1,896	-1,896	-1,324
Other Income	-5,148	-5,148	-6,426
	-7,159	-7,159	-7,815
Income - Other			
Interest/Dividends	-3,853	-3,853	-4,715
	-3,853	-3,853	-4,715
Total Income	-9,806	-7,585	2,993
Net Revenue Charge	-16,174	-25,160	-8,714